VOLUNTEER GUIDE AND REFERENCE

UNIVERSITY OF SOUTH ALABAMA

MITCHELL-MOULTON

SCHOLARSHIP INITIATIVE

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"The University of South Alabama is a shining example of how a community and region can be transformed in so many positive aspects when people receive an opportunity to benefit from a higher education."

- Mr. Abraham A. Mitchell

April 2014

UNIVERSITY OF SOUTH ALABAMA

Dear MMSI Leaders,

Thank you for your commitment to serve on the Leadership Team for the Mitchell-Moulton Scholarship Initiative. This will be a transformative project for the university, and we are proud to have an excellent team of alumni, friends and supporters helping guide this important effort.

The Development and Alumni Relations Office has prepared this guide to assist you as you call on others in support of this campaign. Please feel free to contact me or the Development and Alumni Relations staff with any questions, comments or concerns.

Once again, thank you for your support and your dedication to the University of South Alabama and our students.

Mark Hoffman
Campaign Chair

Dr. Joseph F. Busta, Jr.
Vice President, Development
& Alumni Relations

Mitchell-Moulton Scholarship Initiative (MMSI) Campaign Description

Mr. Abraham Mitchell has committed $25 million to the Mitchell-Moulton Scholarship Initiative through a matching challenge to honor late President Emeritus V. Gordon Moulton. The primary focus of the Mitchell-Moulton Scholarship Initiative is to create scholarships that will attract the highest-quality incoming freshmen. The ultimate goal of this campaign is to generate $50 million in new scholarship endowments utilizing a dollar-for-dollar match program.

The matching challenge is an invitation to the University's alumni, friends and community partners to multiply their impact on University of South Alabama and its students. Every gift made in support of endowed undergraduate scholarships, up to $25 million, will be matched through this challenge. As a result, USA's endowed undergraduate funds will be permanently strengthened by $50 million.

This initiative marks a pivotal moment in the University's future. The impact of this unprecedented growth in scholarship funds will ensure that access to quality academic programs stays affordable and attainable for current and future USA students. This commitment will also allow the University of South Alabama to build upon the current base of scholarship support, propelling USA to a nationally competitive level.

MMSI Campaign Leadership

Honorary Chairs
Mr. Abraham A. Mitchell
Mrs. Geri Moulton

Campaign Chair
Mr. Mark Hoffman

Campaign Leaders
Dr. Joseph F. Busta, Jr., Vice President, Development & Alumni Relations
Dr. Ron Franks, Vice President, Health Sciences
Mr. Mark Hoffman, Past President, USA National Alumni Association
Dr. David Johnson, Senior Vice President, Academic Affairs
Dr. John Smith, Vice President, Student Affairs
Dr. Tony G. Waldrop, University President
Mr. Jim Yance, Past Chair, USA Board of Trustees

Volunteer Leaders

Mr. Gene Broadus	**Mr. Win Hallett**	**Ms. Pat Rodgers**
Mrs. JoAnn Broadus	**Mr. Cedric Hatcher**	**Mr. Mike Saxon**
Mr. Steve Clements	**Mr. Pat Hicks**	**Mr. David Singleton**
Dr. Jim Connors	**Mr. Tony Hughes**	**Mr. Mike Thompson**
Ms. Lulu Crawford	**The Honorable Jamie Ison**	**Mr. David Trent**
Mr. George Davis	**Mr. Sam Jones**	**Mr. John Tyson, Jr.**
Mr. Mike Diehl	**Mr. Ray Kennedy**	**Mr. Steven Van Arsdale**
Dr. Jack DiPalma	**Mr. Kenneth Kvalheim**	**Mr. Skipper Walters**
Ms. Karen Edwards	**Dr. Jim Laier**	**Mr. Doug Whitmore**
Mr. Mark Fillers	**Mr. Peter Lindquist**	**Ms. Cheryl Williams**
Mr. Wynne Fuller	**Mr. Bobby Marks**	**Mr. Rich Williams**
Mr. Dan Grafton	**Dr. Harold Pardue**	**Mr. Tommy Zoghby**

University Leaders
Dr. Philip Carr, Past Faculty Senate President
Dr. Debra Davis, Dean, College of Nursing
Ms. Riley Davis, Past SGA President
Dr. Richard L. Hayes, Dean, College of Education
Dr. Doug Marshall, Past Faculty Senate President
Dr. Vaughn Millner, Dean, School of Continuing Education
Dr. Carl Moore, Dean, Mitchell College of Business
Dr. John Steadman, Dean, College of Engineering
Mr. Keith Stephens, Past Southerners President
Dr. Richard Talbott, Dean, Pat Capps Covey College of Allied Health Professions
Dr. Andrzej Wierzbicki, Dean, College of Arts & Sciences
Dr. Cindy Wilson, Director, Baldwin County Campus
Dr. Alec Yasinsac, Dean, School of Computing

UNIVERSITY OF SOUTH ALABAM
MITCHELL-MOULTON
SCHOLARSHIP INITIATIVE

Inspired by the foresight of Abraham A. Mitchell and V. Gordon Moulton, the Mitchell-Moulton Scholarship Initiative Volunteer Leadership Team shares in the vision of accessible, affordable and innovative education that will have a lasting impact on our community. As USA seeks to strengthen its undergraduate endowed scholarships by $50 million, matching funds have been made available by Abraham A. Mitchell. Contributions to existing eligible scholarships, or the creation of new endowed undergraduate scholarships, are matched dollar-for-dollar, up to $25 million. Join us as we work to transform this vision into a realization.

Mark Hoffman
Campaign Chair,
Steering Committee

Abraham Mitchell
Honorary Chair,
Steering Committee

Geri Moulton
Honorary Chair,
Steering Committee

Joseph F. Busta, Jr.
Steering Committee

Ron Franks
Steering Committee

G. David Johnson
Steering Committee

John Smith
Steering Committee

Tony Waldrop
Steering Committee

Jim Yance
Steering Committee

Debra Davis
University Leader

Riley Davis
University Leader

Richard Hayes
University Leader

Doug Marshall
University Leader

Vaughn Millner
University Leader

Carl Moore
University Leader

John Steadman
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Keith Stephens
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Richard Talbott
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Andrzej Wierzbicki
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Cindy Wilson
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Gene Broadus
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Cedric Hatcher
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Pat Hicks
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Tony Hughes
Volunteer Leader

Jamie Ison
Volunteer Leader

Sam Jones
Volunteer Leader

Ray Kennedy
Volunteer Leader

Kenneth Kvalheim
Volunteer Leader

Jim Laier
Volunteer Leader

Peter Lindquist
Volunteer Leader

Bobby Marks
Volunteer Leader

Harold Pardue
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Pat Rodgers
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Mike Thompson
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David Trent
Volunteer Leader

John Tyson
Volunteer Leader

Steven Van Arsdale
Volunteer Leader

Skipper Walters
Volunteer Leader

Doug Whitmore
Volunteer Leader

Cheryl Williams
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Rich Williams
Volunteer Leader

Tommy Zoghby
Volunteer Leader

MMSI Staff Contact Information

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Mr. Joshua Cogswell, School of Computing and College of Arts and Sciences

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MMSI Volunteer Leader Description

As a volunteer we are requesting your help with the following:

- Serve on the committee for a minimum of 1 year, but preferably 2 years.

- Assist in identifying and calling on a minimum of 2 individuals or companies per year.

- Sending letters prepared by Development staff to selected prospects of mutual interest.

- Sign thank you letters prepared by Development staff for the meetings/gifts for which you were involved.

- Attend campaign leadership meetings twice a year.

- Consider a gift.

Ways to Give

There are numerous ways of giving, such as:

Making an Immediate Impact

Cash gifts are the simplest and easiest gift one can make. It can be made by credit card, personal check, cashier's check or money order made payable to University of South Alabama.

Corporate matching gifts from your employer can double or even triple your gift.

Growing a Contribution over Time

Gift pledges allow donors to complete their gifts by making regular payments over time.

Endowed gifts are given for the purpose of permanent support the University. Gifts may be given outright or pledged over several years. See Appendix A for more information on USA endowment policies and guidelines.

Recognizing a Special Person

Gifts can be made in memory of or in honor of a family member, classmate, professor or other member of the USA community.

Guidelines for Asking

Step 1: Preparation

1. **Make your own gift first.**
   You cannot ask others to support the campaign if you have not supported it yourself. Making a personal contribution will increase credibility with potential donors. It will also increase your comfort level when asking others because it allows you to share your personal reasons for supporting the campaign.

2. **Familiarize yourself with the details.**
   Review training materials, campaign website (www.southalabama.edu/development.mmsi) and other pertinent material regarding the campaign policies and procedures.

3. **Strategize and plan your approach.**
   Meet with assigned development staff to determine the best manner to approach potential prospects.

4. **Make an appointment.**

Step 2: The Meeting

1. **Establish rapport.**
   Build on past experiences, common acquaintances and shared interests.

2. **Thank the potential donor for past support, if applicable.**

3. **Explain your role as a volunteer leader for the MMSI campaign.**

4. **Make the case for support and help them understand the impact.**
   Remind them what the Mitchell-Moulton Scholarship Initiative is, and why it is important. A good example is that every gift made in support of endowed undergraduate scholarships will be matched dollar-for-dollar through this campaign. As a result, USA's endowed undergraduate funds will be strengthened by $50 million.

Step 3: Closing the Gift

1. **Make the ask.**
   Put the ask in the form of a question by asking something concrete and specific. Would you be willing to make an impact with a gift of $50,000 for an undergraduate scholarship?

2. **Wait for the response and listen carefully.**
   Give your prospective donor the time they need to consider your request. While you may have to endure an uncomfortable silence, it is critical that you not say anything until your prospective donor has responded.

Step 4: After the Ask

1. **Respond appropriately.**
   a. If the answer is yes, let them know a member of the Development staff will be in touch to work out details of the gift agreement.
   b. If the answer is maybe, ask for permission to set up a second meeting to discuss further the potential gift. Leave the prospect with materials to read and consider.

    c. If the answer is no, thank them for their time and consideration. If appropriate, express hope that they will consider a gift sometime later in the campaign. Often "no" means "not now."

2. **Keep all information confidential.**

3. **Send a personal thank you note, regardless of the outcome.**

MMSI Matching Eligibility Requirements

Mr. Abraham Mitchell has generously agreed to match gifts dollar-for-dollar made between **September 1, 2012 and September 30, 2018** to undergraduate scholarship endowments.

The primary focus of the Mitchell-Moulton Scholarship Initiative is to create scholarships that will attract the highest-quality incoming freshmen. However, a broader variety of undergraduate scholarships will be eligible for matching funds. As a general rule, if a gift constitutes <u>new money for undergraduate scholarship endowments</u>, it will be matched.

Eligible Matching Gifts include:

- New endowed undergraduate scholarships.
    - Any discipline.
    - Focus is on freshman scholarships, but undergraduate scholarships to upper classmen will also be eligible.
    - Applicants/students must have a minimum GPA of 3.0 for ALL new scholarships. For existing scholarships, criteria will remain the same.
    - For freshman recipients, he/she must have a minimum ACT score of 23.
- New gifts to existing undergraduate scholarship endowments.
- Some planned and deferred gifts may be matched, so please discuss planned gifts with a member of the Development staff.
- An increase or extension of the amount or duration of an existing pledge. (This will require a new pledge agreement.)
- Matching gifts from matching gift companies. Both the donor's gift AND the matching gift will be eligible for matching funds from the Mitchell-Moulton Scholarship Initiative.
- Some non-endowed gifts (made annually and will be expended at a specific time) can be matched with prior approval.

What is NOT eligible:
- Payments made on pledges created before September 1, 2012.
- Gifts made to non-endowed scholarships of less than $20,000.
- Gifts to graduate programs.

Frequently Asked Questions

Question: How does an endowment work?

Answer: The total endowment value will be invested and the earnings will be used to fund an annual scholarship. The University's spending policy allows us to spend a percent of the three-year moving average of the fund's fair market value. See Appendix A for additional information.

Question: If I commit to a five-year pledge during the course of the campaign, but whose repayment period extends beyond 2018, will my entire pledge be matched?

Answer: Yes, the entire value of the pledge will be matched.

Question: If I made a pledge before September 2012 and I still have pledge payments remaining, will my pledge payments be matched?

Answer: No. If your pledge started before the beginning of the campaign, your payments will not be matched. However, you can add to the amount of your pledge or extend your pledge payment period. Any additional funds you add to your pledge will be matched.

Question: If I commit to a planned or deferred gift during the term of this campaign will the value of my gift be matched?

Answer: It depends. Please discuss gifts with a member of the Development staff.

MMSI Campaign Resources

There are several resources that you may find helpful including:

1. **The MMSI Website**
   The website includes all details of the campaign, photos and student stories and other campaign news. Please familiarize yourself with the website and feel free to direct prospects to view it as well. The URL is http://southalabama.edu/development/mmsi.htm

2. **PowerPoint Presentations**
   Two MMSI presentations, one is developed for internal university audiences and one for external audiences, can be accessed through the Development and Alumni Relations Office.

3. **The MMSI Brochure and Materials**
   The brochure and presentation folders are ideal to provide to donors at your initial meeting. Each member of the leadership team should have received two copies at our kickoff meeting. If you did not receive them, or if you need more, they are available through the Development and Alumni Relations Office.

4. **Samples**
   Sample introductory letters, major gift proposals, "Making the Ask" sample conversation and endowment agreements are available for use. Please check with Development staff for copies.

5. **Fact Sheets**

   The Development and Alumni Relations Office is working to provide both print and electronic access to a comprehensive USA Fast Facts guide. When ready, it will be shared with all volunteer leaders. In the meantime, a few pertinent facts are listed in Appendix B for your reference.

Email: **mmsi@southalabama.edu**

Appendix A: Investment and Endowment Policy

Investment Policy

All contributions to USA are recorded in the endowment fund and begin earning interest at the beginning of the fiscal quarter after they were contributed. For example, a gift made on February 15 will be invested in the pooled endowment on April 1.

Spending Policy for Fully Funded Endowments

The spending policy at USA, set by the Board of Trustees, authorizes the annual transfer of 5% of a three-year moving average of market value of the endowment to support the purpose designated by the donor. A significant majority of universities tracked by the National Association of College and University Business Officers (NACUBO) use a spending policy based upon a percentage of a moving average of market value. This spending policy provides a disciplined approach to moving money from the endowment on a predictable, consistent basis. Although year-to-year returns reflect the up and down volatility of the financial markets; distributions change gradually as a result of the smoothing effect of the spending policy.

Spending Policy for Partially Funded Endowments

Many of USA's endowed funds that were created with five year pledges have yet to reach fulfillment. Due to the significant increases in net asset balance that occur during the pledge period, the calculated available spending amount tends to be artificially low for these funds. To address this variability, the spending amount for an endowment in a pledge period is calculated based on 5% of the most recent fiscal yearend. Once the pledge has been fulfilled, the calculation of the amount available reverts to the three-year moving average.

EXAMPLE: *A $50,000 endowment created by pledge in January 2010 paid over five years at $10,000 per year. This illustration demonstrates the advantage of this calculation during the pledge period.*

Fiscal Year	Endowment Value
October 1, 2009 - September 30, 2010	$ 10,000
October 1, 2010 - September 30, 2011	$ 22,000
October 1, 2011 - September 30, 2012	$ 36,000
Total:	$ 68,000

3-Year Moving Average: $68,000/3 = $22,667

Illustration depicting the advantage of this method:

Per the Endowment and Investments Committee of the Board of Trustees, the corpus of permanently non-expendable endowments is to be maintained and generally no spending below the historic dollar value will be allowed.

USA Scholarship Recipient Information

The University is committed to providing as full a disclosure as legally possible regarding the use of expendable income for endowed funds. However, we must do so in a manner that maintains the University's compliance with the Family Educational Rights and Privacy Act (FERPA). Based on this law, the university is required to obtain a signed release from student recipients prior to disclosing their identity to endowment donors. As a result, we will only include this information in your endowment report if we have a signed FERPA release from the student recipient on file.

Appendix B: University of South Alabama Fast Facts

Year Founded	1963
Total Enrollment	15,311
Undergraduate	11,307
Graduate	4,004
Degrees Awarded	75,540
Patients Treated Annually	250,000
Number of Alumni:	64,000
Employees:	5,500
Annual Payroll:	$400 million
Annual Economic Impact:	$3 billion
Tuition:	$8,310 (in-state)
	$16,620 (out-of-state)
Colleges and Schools:	Pat Capps Covey College of Allied Health Professions
	College of Arts and Sciences
	Mitchell College of Business
	School of Computing
	School of Continuing Education and Special Programs
	College of Education
	College of Engineering
	College of Medicine
	College of Nursing
	AU School of Pharmacy at USA

Appendix C: The University of South Alabama 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.

Core Values

The University of South Alabama affirms the following core values as essential to the accomplishment of its mission:

- o Diversity and a Global Perspective
- o Excellence
- o Freedom in the Pursuit of Knowledge
- o Integrity
- o Transparency and Participation in Decision-Making

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.

Key Long-term Strategic Objective

The following long term objective is important for the successful attainment of each of the University's goals:

To reach an enrollment of 20,000 students within ten years in a fiscally responsible manner while strengthening high academic standards.

Goals

1. Maintain and enhance an innovative and vibrant educational environment that supports teaching and promotes learning.
2. Advance the research, discovery, and creative activities of the University.
3. Enrich the quality of student life and the living/learning environment.
4. Deliver high-quality health care programs that enhance the health and well- being of the community.
5. Strengthen financial support of the University using strategies that recognize and address financial and market realities in higher education.
6. Expand and extend the cultural, public service, athletic, and economic development impacts of the University.

The Strategic Plan will be reviewed and, if indicated, modified on an annual basis. Upon approval of the plan and with input from stakeholders, metrics and criteria will be established for each objective and all units will set related outcomes and develop action strategies that connect to the plan.

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

1. Improve academic success among undergraduate and graduate students and promote student engagement with learning.
2. Improve student learning outcomes.
3. Recruit a diverse body of students who are well prepared for college study.
4. Increase innovation, efficiency, and instructional resources for educational programs.
5. Provide a welcoming and supportive environment for all members of the University community.
6. Recruit, recognize, develop, and retain high quality faculty.
7. Develop and maintain high-quality online and blended courses and programs to accommodate wide-ranging learner needs and experiences.
8. Increase the incorporation of global perspectives into the educational environment.

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

1. Increase the opportunity and success for USA faculty, post-doctoral fellows, and students in seeking and carrying out transformative research, discovery, and creative activities.
2. Advance entrepreneurial activities that support the development of new technologies.
3. Increase the economic and societal impact of discovery produced by USA faculty, post-doctoral fellows, and students on the Gulf Coast region, nationally and internationally.

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

1. Increase student engagement in University activities by providing and promoting quality services and programs.
2. Provide a safe, supportive, inclusive, and civil environment for all students that fosters a sense of community within the University.
3. Support and retain a diverse community of learners to enhance campus life and create opportunities to develop students as ethical and responsible leaders who make positive impacts in the community.
4. Provide quality and accessible facilities to address the growing service and programmatic needs of the University.
5. Increase faculty and staff participation with student organizations and activities.
6. Increase connections between student and academic groups/activities/programs.

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

1. Achieve exceptional patient quality outcomes for USA Hospitals, Clinics, and the Mitchell Cancer Institute in comparison to peer groups.
2. Achieve exceptional patient satisfaction in USA Hospitals, Clinics, and the Mitchell Cancer Institute.
3. Adapt to changes in reimbursement resulting from health care reform as evidenced by USA Hospitals, Clinics, and the Mitchell Cancer Institute being financially balanced.

Goal 5: Strengthen the financial standing of the University using strategies that recognize and address financial and market realities in higher education.
1. Reach the target level of student enrollment while balancing revenue generation with the resources necessary to strengthen academic quality.
2. Maximize efforts to secure increased State appropriation funding.
3. Increase extramural funding from grants and contracts.
4. Continue to expand and strengthen the University's fund-raising programs.
5. Collaborate with the USA Foundation to increase institutional support.
6. Be fiscally prudent and pursue opportunities for gains in efficiency.

Goal 6: Expand and extend the cultural, public service, athletic, and economic development impacts of the University.
1. Increase the number and variety of cultural programs and presentations.
2. Increase the scope and impact of USA public service programs.
3. Increase the number of attendees at University athletic and cultural events.
4. Provide the most accurate, objective, and reliable data, impact analysis, and projections in the University service area.
5. Develop strong partnerships with organizations directly involved in regional economic, civic, and cultural development.

- See more at:

http://www.southalabama.edu/departments/presidentsoffice/strategicplan.html#sthash.yBrQkmbm.dpuf

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