



**Fulfilling the Promise:
The Strategic Plan for
2010 - 2015**

*First Quarterly Report
Covering Oct. - Dec. 2010*

VISION - 2015

Troy University will provide academic programs worldwide that incorporate both classroom and online delivery for traditional and adult students. Within a “culture of caring,” Troy University will foster excellence and leadership in its graduates. The University will be Alabama’s leading international institution, serving over 50,000 students with 100% of its academic programs utilizing online technology.

Executive Summary

This Executive Summary lists the 29 Objectives under each of its three Corresponding Initiatives, and each Objective has a 1-2 paragraph summary of progress made during the period covered by the quarterly report. Reading these brief but comprehensive Objective summaries will provide the reader with a good synopsis of progress made on the Strategic Plan. For those wanting more information about the Objectives, the remainder of the report lists each Goal under the Objectives providing more details on the status of each goal but still keeping the report succinct. Each goal has a one-word color code to enable the reader to see at a glance the status of the Goal. The color code will also facilitate later statistical analysis of progress on the Strategic Plan.

1.0 Increase engagement with stakeholders. The University listens to the perspectives of students, faculty, staff, alumni, community advisory boards, and other stakeholders and fosters growth by increasing engagement with stakeholders to meet their needs.

1.1 Expand the number of undergraduate and graduate programs and concentrations available to our students where there are unmet needs and assess the viability of current program offerings. The goal of three new programs for the University for AY 2010-2011 is on track and work has begun on identifying a program or concentration for reduction. Work is also underway to develop an operational method for assessing unmet student needs and program growth. Discussion and information gathering was also begun to develop methods for assessing program and concentration viability.

1.2 Increase student access to more online program opportunities. During this reporting period, the team leader has met with the College Deans to discuss programs each college plans to take online and the Deans presented these to the Chancellor. Concurrently, eCampus is addressing resource and staffing needs and implementation support needed. Also pro formas will be developed for each proposed program to determine viability.

1.3 Create a comprehensive approach to serve the needs of military and veteran students and their families. Work on the objective is progressing as planned.

During the 1st Quarter, a 30 question survey (with additional scope for comments) was designed and distributed to +/- 2500 military students enrolled at TROY during the Fall Semester /T1/ T2. Cutoff date for the return of the surveys was established as 15th December and 426 completed surveys were received by that date. While there were some negative comments received, our students confirmed that their experience at Troy University is very positive.

Students have expressed an interest in having a formal Student Veteran’s Organization and or a vehicle for peer to peer contact and communication (social network, Blackboard chat room /discussion board).

Replies have been distributed to members of the team and their comment/feedback/suggestions are awaited.

1.4 Expand access to academic programs for students through eConnections, a National Guard Connections initiative, online educational support for the River Region, and increased program offerings on the Alabama campuses. Work on all areas of this objective has begun. Discussions on a “Campus Connection” with the city of Prattville were made but new connections need to be made because of turnover in the

Prattville mayor and Chamber of Commerce office. The Phenix City campus recruiter made initial contact with at least five Guard units. The team leader met with the Trenholm president but delays in requesting community college status with SACS may delay that goal. A review of possible new programs at all Alabama campuses is underway.

- 1.5 Increase grants, contracts, and research productivity.** Work in almost all areas of grants, contract and research is underway. Management training by the Office of Sponsored Programs (OSP) is underway and a one-stop website for post management proposals has been established. Faculty webcast and training are offered to faculty and staff writers throughout Global Campus. The University has set a goal of eight research projects per faculty member and in 2009-2010, the average was 7.3.
 - 1.6 Ensure the University remains competitive in tuition and rate structures.** All of the goals to achieve this objective will start in March/April of 2011.
 - 1.7 Successfully complete the Capital Campaign.** We have made good progress toward all goals and have already completed or are about to complete some of the goals for 2011.
 - 1.8 Establish a TROY Professional Development Institute.** The team leader has been meeting with the Continuing Education Center in Dothan about reorganizing the Center to become the Professional Development Institute. An extensive list of potential programs has been developed but no programs have been identified for implementation.
 - 1.9 Grow national and international alumni chapters and individual alumni connection with the University.** We have made progress toward all goals but one, which is not scheduled until 2012. We have already met one of our goals that was scheduled to be completed in 2012.
 - 1.10 Expand the activities for the International Center for Business and Economic Development and establish the Manley Johnson Center for Economic Study.** Progress was made in development of specialized research and outreach clusters with the hiring of a new Associate Dean for the Dothan campus. Planning continues for rolling out the campus centers. Increasing technical assistance to businesses and the communities continues with the International Economic Development MBA program being available online in fall 2011. The full establishment of the Manuel H. Johnson Center was furthered by the hiring of Dr. Scott Beaulier as the Director.
 - 1.11 Promote the stewardship of University resources by continuing to identify opportunities to increase efficiency and reduce costs.** We are in the process of identifying the “centers” of the University and working with IRPE and IT to determine data availability for analysis.
 - 1.12 Strengthen leadership development opportunities for students.** During the Fall 2009 academic semester, 208 students enrolled in Leadership courses and 23 were identified as Leadership Minors. Seven students earned a minor in Leadership Studies during 2009. Spring 2010 results were 160 students enrolled in Leadership courses, and 30 Leadership Minors (30.4% increase in declared minors). Eight students earned a minor in Leadership Studies during 2010. The Fall 2010 academic semester revealed a growing demand for the program, with Leadership course enrollment up 56.7% (326 vs 208). The semester began with 30 Leadership Minors and finished with 63 minors in the program (110% increase).

We are responding to growth demand to in two ways. The number of sections taught fall semester increased from 11 to 14 (Fall 2009 vs Fall 2010), and spring semester from 10 to 13 (Spring 2010 vs Spring 2011). Second, the hire of an additional Lecturer / Instructor increased the full time faculty from ½ (to 1 ½) Director of Institute for Leadership Development technically spends ½ time teaching). We face a critical need for another full time Lecturer / Instructor NLT Fall 2011.
- 2.0 Enhance Academic Quality and Institutional Effectiveness.** The University embraces continuous improvement of its academic programs, educational support systems, administrative systems, research activities, and community service programs as an essential value in accomplishing its mission.

- 2.1 Implement the Quality Enhancement Plan to create a Culture of Reading.** During the current reporting cycle, this objective has made significant progress. Faculty have participated in the QEP as delineated in the specific goals related to two of the major components of the QEP, the Common Reading Initiative (CRI) and the College Reading Initiative (COLRI). While progress is commendable, the collection of assessment data is key to documenting achievements. Efforts are underway to develop a more systematic approach to data collection. The book selection committees for each of the reading initiatives are now activated to select the readers for the 2011-2012 academic year. Overall, Strategic Initiative 2.1 is on-target to fulfilling its goal of creating a culture of reading at the University.
- 2.2 Strengthen the accreditation of our business programs and review the need for other specialized accreditations.** An inventory of courses and programs within the college was conducted. After analyzing this data, the college made recommendations to the Dean to modify the spring 2011 schedule of classes to address concerns about low enrollment classes and poor course scheduling. The SCOB Dean continues to gather data to develop an accurate pro forma.
- 2.3 Strengthen the Honors Program in a manner that leverages the University's strengths, including international programs and study-abroad opportunities.** Discussions were begun with the current director of the University Honors Program and the Student Honors Alliance to develop the role, scope, and organization methods to develop the Honors Program.
- 2.4 Strengthen the University diversity program and develop and implement a Strategic Diversity Plan.** Preliminary discussions and development for this objective are underway, but major work begins in summer 2011.
- 2.5 Increase developmental opportunities for faculty, staff, and academic leaders.** Work has begun on developing online orientation models for each college and nine courses were identified for leadership/management training. Work is underway by IT on development of new training sessions. The goal of producing developmental opportunities for all faculty members has been delayed because of the departure of the head of the Quality Enhancement Institute.
- 2.6 Strengthen opportunities for faculty international travel and faculty exchange programs to promote student study-abroad activities.** Discussions are underway to develop specific recommendations by May 2012 for increasing student study-abroad to an average of ten trips per college by 2015. Initial discussions are underway to recommend a standardized curriculum for student study-abroad programs.
- 2.7 Harness process improvements and information technology to achieve a streamlined paperless system.** During the reporting period, the committee was formed. Two meetings were scheduled; one meeting was an orientation meeting held at the Troy campus IT facility, the second meeting was a video/web conference session. The second meeting was attended by the work group only. The goals for the objective were created; a work team was established. During December 2010, two new paperless forms were deployed, using the current paperless system employed by Troy University. The product is called Echosign.
- 2.8 Review enrollment patterns and strengthen admissions standards for undergraduate and graduate programs.** Data collection has begun for most goals cited under strategic objective 2.8. However, some collection assignments still remain, as we attempt to involve all members of the Enrollment Management Committee.
- 2.9 Assess and improve the institution through the use of the Alabama Quality Award.** Through hard work and study, the University studied many aspects of the quality of the organization. This examination was used in the preparation of the application and subsequent award of Level One AQA recognition in 2008, while more thorough self examination was required for the application and subsequent award of Level Two AQA recognition on December 2, 2010. These studies have enabled the University to augment its strength and identify areas needing improvement. This will be invaluable in applying for Level Three AQA recognition.

3.0 Build for the Future. The University values inclusiveness, involving all students, faculty, and staff at all of its locations and in all of its programs, as it builds for the future.

3.1 Maintain a leadership position in sustaining information technology resources and adopting new learning technologies. During the reporting period, the committee was formed. Two meetings were scheduled; one meeting was an orientation meeting held at the Troy campus IT facility, the second meeting was a video/web conference session. The second meeting was attended by the work group only. The goals for the objective were created; a work team was established within the IT unit.

3.2 Develop and maintain a sustainability plan for space utilization, and facility and land development. Among the accomplishments during this reporting period is the establishment of 24 new recycling stations. Collaborative work between the SGA and Physical Plant has prepared the University for the upcoming Recycle Mania Tournament. Energy plans and recommendations have been prepared and are currently under review for approval and funding consideration.

3.3 Plan to optimize faculty, staff, and infrastructure to support enrollment growth. The initial work on analyzing average class size was begun in August 2010 resulting in a benchmark of the average class size for each college across all locations. Initial work on faculty CHP and classroom utilization has not begun. Program enrollment goals will be established in April 2011 and will drive the faculty and infrastructure needs for the next two years. No issues are foreseen in developing the first year's resource plan by October 2011.

3.4 Pursue renovation and construction opportunities. Team has successfully reviewed processes and updates have been documented. Are currently considering instruments to evaluate progress measurements for objectives 3.4.1 and 3.4.2. Other considerations for the team are to identify and the reporting of new projects and initiatives not currently included within this strategic objective.

3.5 Continue to develop opportunities for community development on all Alabama campuses. Committee members were to submit a list of all existing community development projects and develop a Partnership Survey by December 31, 2010. Dothan and Montgomery campuses have established Community Advisory Councils.

3.6 Increase media coverage for athletic, performing arts, community support, and other scholarly events throughout Alabama. Progress toward this objective began under the leadership of Ms. Sandi Gouge and officially transferred to Donna Schubert on Oct. 1, 2010. In September, 2010, in follow up to larger team work that had already begun, Schubert, Buddy Johnson, Tom Davis and Jane Martin met to prepare pro-forma budgets that were due Oct. 1. At this time, the team gathered additional information regarding the University's IPEDS Custom Comparison Group and the primary online competitors identified by Dr. Deb Gearhart.

3.7 Establish a comprehensive University Archival Program. A grant has been submitted to the National Historical Publications and Records Commission with a response due from them in March/April. All other goals are contingent upon award of this grant.

3.8 Pursue opportunities to enhance the quality of athletic programs. This objective continues to be a goal for the Department of Athletics. In August, the Athletic Director assembled his Senior staff and distributes annual goals which work to meet the overall strategic planning objectives. These goals are reviewed weekly during the Senior staff meetings. Senior staff, in turn, work through their staffs to meet the desired goal within the timeline allotted. Further, prior to the beginning of the academic year, the Athletics Director developed a five year pro forma to guide the Department in the areas of generating revenue and eliminating expenses to meet goals.

Progress Made on Strategic Objective Goals

For each goal under an objective, the team leaders have used the color code described below and provided a brief (1-2 sentence) synopsis of progress made on that goal during the quarter.

White means the goal has not been scheduled to start yet. If there is a projected start date included in the Action Plan, this date should be listed.

Red means the projected or logical start date has not been met or that the Action Plan has fallen significantly behind schedule. A brief explanation of why the goal has not been started or other problems should be stated.

Yellow means that work on accomplishing the goal is underway.

Green means the goal has been accomplished. The completion date should be listed and any summary comments made.

1.0 Increase engagement with stakeholders.

The University listens to the perspectives of students, faculty, staff, alumni, community advisory boards, and other stakeholders and fosters growth by increasing engagement with stakeholders to meet their needs.

1.1 Expand the number of undergraduate and graduate programs and concentrations available to our students where there are unmet needs and assess the viability of current program offerings.

Goals:

- 1.1.1. Troy University “programs and concentrations” will be expanded each academic year beginning in AY 2010-2011 by three (3).
- 1.1.2. Troy University “programs and concentrations” will be reduced or consolidated each academic year beginning in AY 2010-2011 by one (1).
- 1.1.3. An operational method for assessing unmet student needs and for tracking growth in current “programs and concentrations” will be developed by May 2011 by the Membership of this Strategic Objective in consultation with the Executive Vice Chancellor/Provost and reviewed by various University committees at his direction.
- 1.1.4. An operational method for assessing the viability of “programs and concentrations,” including a definition of what constitutes viability will be developed by May 2011 by the Membership of this Strategic Objective in consultation with the Executive Vice Chancellor/Provost and reviewed by various University committees at his direction.

The goal of three new programs for the University for AY 2010-2011 is on track and work has begun on identifying a program or concentration for reduction. Work is also underway to develop an operational method for assessing unmet student needs and program growth. Discussion and information gathering was also begun to develop methods for assessing program and concentration viability.

- 1.1.1 **Yellow.** New programs already in place for Fall 2011 are MS in Computer Science for Troy Campus and BS in Criminal Justice for Phenix City Campus. New program (BS/ Health Education) under review at March meeting of ACHE.
- 1.1.2 **Yellow.** Active discussion by Deans regarding programs for reduction/consolidation.
- 1.1.3 **Yellow.** Discussions underway and data requested. Part of series of meetings led by Dr Ingram during Feb-March 2011
- 1.1.4 **Yellow.** Discussions underway.

1.2 Increase student access to more online program opportunities.

Goals:

- 1.2.1. Develop a plan to fully integrate online learning into the academic colleges with curriculum, instructional design, scheduling, assessment, quality assurance and faculty supervision by January 1, 2011.
- 1.2.2. Review market analysis for planned program migration to use of online technologies and develop a pro forma for each planned program to determine viability. (The market analysis and pro forma will be completed six months before recommended date of implementation for review to determine viability).
- 1.2.3. Review options for providing resources to increase student access to TROY programs with use of technology each year during budget planning process (April 1, 2011, 2012, 2013, 2014, and 2015).

During this reporting period, the team leader has met with the College Deans to discuss programs each college plans to take online and the Deans presented these to the Chancellor. Concurrently, eCampus is addressing resource and staffing needs and implementation support needed. Also pro formas will be developed for each proposed program to determine viability.

- 1.2.1. **Yellow.** The team leader has met throughout the fall with the College Deans to discuss the programs each College plans to take online. At the recent Chancellor's Briefings, each Dean presented the first round of programs to go online to the Chancellor and senior leadership. Over the next two months, the academic division will continue meeting to make a plan for which programs to implement. Along with the plans for online program implementation, eCampus will address resources and staffing needed to move forward to assist the Colleges in instructional design, scheduling, assessment, quality assurance and other support to put the programs online.
- 1.2.2. **Yellow.** As programs were discussed with the Deans, the team leader completed an initial pro forma to review program viability. These pro formas have been turned into the SO Champion. The team leader continually looks at market analysis for the viability of the proposed programs and other potential programs which can be developed.
- 1.2.3. **White.** No action has been taken on the goal, but will be reviewed during budgeting process.

1.3 Create a comprehensive approach to serve the needs of military and veteran students and their families.

Goals:

- 1.3.1. By 31 January 2011, conduct a needs analysis of the military student market and determine how well we are currently meeting those needs based on the gathering of primary research data from our current military students and secondary research of the military student market.
- 1.3.2. Based on that research, craft a Strategy designed to create a comprehensive approach to serving the needs of military students and their families, that will address suggested changes to current policy, procedure, practice and the 5 elements of the marketing mix (product, price, place, promotion, people) and that will, when implemented, demonstrate our commitment to better serving those needs by 30 April 2011.
- 1.3.3. Establish numerical baselines and targets for recruiting, retention and graduation and build into Strategy (based on data from new military student demographics Datatel component and our research) by 31 July 2011.
- 1.3.4. Implement Strategy by October 1, 2011 with a view to increasing military student enrollment by 7.5% per year in academic years 11-12, 12-13, 13-14, 14-15.
- 1.3.5. Monitor impact, progress and introduce corrective and / or new measures as needed, throughout the remaining period of the plan.
- 1.3.6. Provide regular progress status updates to members of the University's Military Education Advisory Committee (M.E.A.C).

Work on Strategic Objective 1.3 is progressing as planned.

During the 1st Quarter, a 30 question survey (with additional scope for comments) was designed and distributed to +/- 2500 military students enrolled at TROY during the Fall Semester /T1/ T2. Cutoff date for the return of the surveys was established as 15th December and 426 completed surveys were received by that date. While there were some negative comments received, our students confirmed that their experience at Troy University is very positive.

Students have expressed an interest in having a formal Student Veteran's Organization and or a vehicle for peer to peer contact and communication (social network, Blackboard chat room /discussion board).

Replies have been distributed to members of the team and their comment/feedback/suggestions are awaited.

- 1.3.1 **Green.** Completed. See 1.3 above.
- 1.3.2 **Yellow.** Analysis of survey results underway; preliminary work on strategy building in early stages.
- 1.3.3. **White.** Awaiting implementation of new Datatel component for military student tracking. Delays could impact our ability to accurately report student data.
- 1.3.4 **White.** See 1.3.3. above.
- 1.3.5. **White.** See 1.3.3 above.
- 1.3.6. **White.** See 1.3.3 above.

1.4 Expand access to academic programs for students through eConnections, a National Guard Connections initiative, online educational support for the River Region, and increased program offerings on the Alabama campuses.

Goals: This strategic objective was established to explore creative options for providing more program offerings for Alabama campuses, for which the overall purpose is to increase student enrollments for Troy University.

- 1.4.1. By June 2011, establish a Troy University “Campus Connection” within the City of Prattville, Alabama to offer educational support services, economic development, professional development courses and online program offerings.
- 1.4.2. By August 2012, establish a National Guard Connection within the State of Alabama to offer flexible delivery of Troy University programs and courses for Guard members.
- 1.4.3. Establish a “3-4 Connection” between Trenholm State Technical College and Troy University upon approval of Trenholm’s community college “change of status” by SACS.
- 1.4.4. Based on demands and needs of the community, establish a minimum of one additional College of Arts & Sciences Program per year on the Phenix City Campus, beginning in 2011.
- 1.4.5. Based on demands and needs of each community, establish at least one new program offering or concentration/option on each Alabama campus per year, beginning in 2011.

Work on all areas of this objective has begun. Discussions on a “Campus Connection” with the city of Prattville were made but new connections need to be made because of turnover in the Prattville mayor and Chamber of Commerce office. The Phenix City campus recruiter made initial contact with at least five Guard units. The team leader met with the Trenholm president but delays in requesting community college status with SACS may delay that goal. A review of possible new programs at all Alabama campuses is underway.

- 1.4.1. **Yellow.** The team leader met with the former mayor as well as the Chairwoman of the Prattville Chamber of Commerce to begin dialogue on establishing a TROY presence in Prattville. They both were very excited and offered their assistance and support. Since these meetings, both the mayor and the Chamber Chairwoman have left their positions. Therefore, the team leader is planning new meetings with the new mayor and new Chamber chairperson.
- 1.4.2. **Yellow.** Some visits have been made by the Phenix City Campus recruiter to at least five different Guard units within Alabama during weekend drills. Efforts are being made by the team leader to visit the training office in the Army National Guard headquarters, as well as the Air National Guard headquarters.
- 1.4.3. **Yellow.** The team leader met with Trenholm’s president regarding the status of SACS approval to make the school a community college. The present stated that Trenholm has delayed their request for consideration until they get further along on Student Learning Outcomes Assessments at Trenholm. He said that it may be 2011 or 2012 before they submit again to SACS. This goal will be delayed until Trenholm achieves community college status.
- 1.4.4. **Yellow.** Currently, the new Campus Vice Chancellor and Interim Dean for the College of A&S are reviewing other possible programs on the Phenix City Campus. Several programs are currently being considered.
- 1.4.5. **Yellow.** Numerous meetings have been held by the Provost, deans and campus vice chancellors to begin planning for new programs, options and/or concentrations on the various Alabama campuses.

1.5 Increase grants, contracts, and research productivity.

Goals:

- 1.5.1. The University will work to increase grant and contract productivity for faculty and staff.
 - A. Implement OSP manager training and develop a one-stop website for post management of proposals for successful writers and managers by September 2011.
 - B. Increase Sponsored Programs competitive proposals by offering training and workshops for faculty; working with faculty and deans to identify areas in which writers need training; locating training and workshop opportunities; and facilitating and offering workshops.
 - C. Increase Sponsored Program staff and resources to accommodate growth of sponsored program activity, including full-time positions in both pre-award and post-award areas.
 - D. Progressively increase overall sponsored program activity, revenue and indirect cost: maintain or increase sponsored program activity each fiscal year; maintain or increase revenue spent each fiscal year; and generate or exceed the university's budget for indirect cost.
 - E. Increase faculty awareness of research opportunities, increase submission of research proposals and provide resources to enhance the success of submitted research proposals in order to increase competitive proposal submissions from base year 2010-2011 to 2015 by 10%.
- 1.5.2. The University will work to increase research productivity for faculty as measured in SACS 3.3.1.4.
- 1.5.3. The University will work to ensure research opportunities for students as measured in SACS 3.3.1.4.

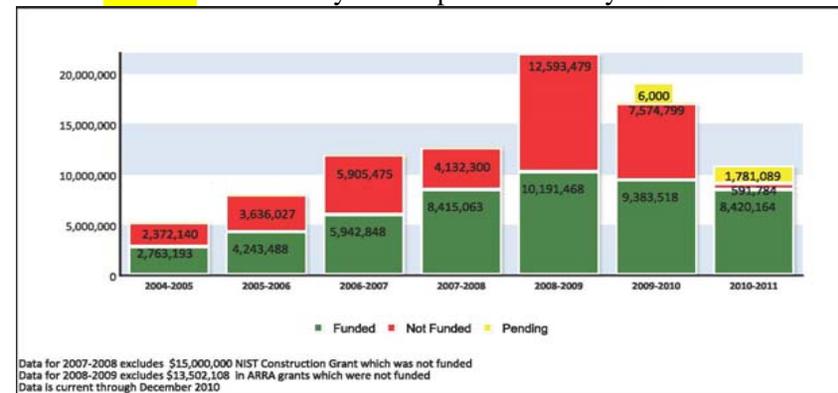
Work in almost all areas of grants, contract and research is underway. Management training by the Office of Sponsored Programs (OSP) is underway and a one-stop website for post management proposals has been established. Faculty webcast and training are offered to faculty and staff writers throughout Global Campus. The University has set a goal of eight research projects per faculty member and in 2009-2010, the average was 7.3.

1.5.1a

- **Green.** Manager training is ongoing. Team meetings are assembled for new managers who have secured “projects of significance” (i.e. BP projects, new ACHE projects). These teams consist of representatives from Purchasing, Human Resources, Accounting, project and supervisory staff.
- **Green.** The one stop website is operational and is located here: <http://www.troy.edu/osp/administration/>. This site is regularly updated. Additionally, budget resources and information are also linked here: <http://www.troy.edu/osp/funding/budget.html>

1.5.1b

- **Yellow.** A summary of competitive activity is reference below:



Although competitive proposal submissions have increased significantly since 2003-2004, competitive submissions have declined slightly over the past three years. Faculty load is a significant factor in proposal development. OSP is committed to providing support and resources to encourage faculty to develop proposals for external funding. OSP has committed that we will

increase competitive proposal submissions by 10% from base year 2010-2011 to 2015. The base year therefore will be calculated at August 30, 2011.

- **Green.** Faculty webcast and training are offered to faculty and staff writers throughout the University.

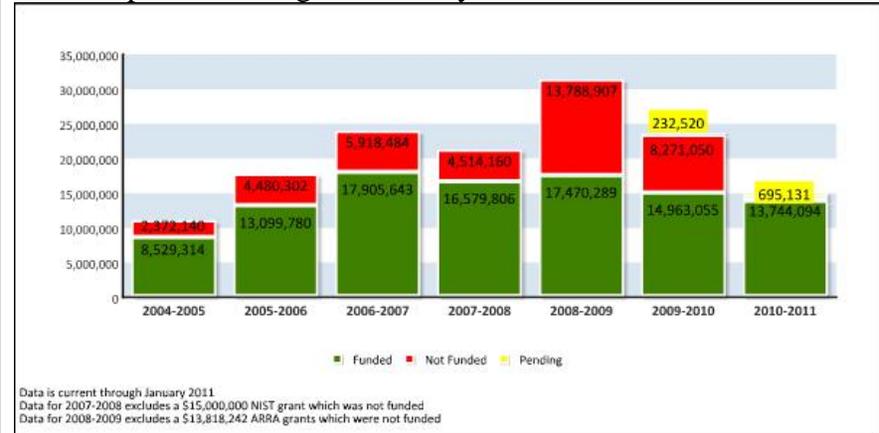
Fiscal Year	# Workshops & Training
2005-2006	4
2006-2007	13
2007-2008	26
2008-2009	26
2009-2010*	82
2010-2011	17

*includes 33 one-on-one faculty meetings entitled “Getting to Know You”

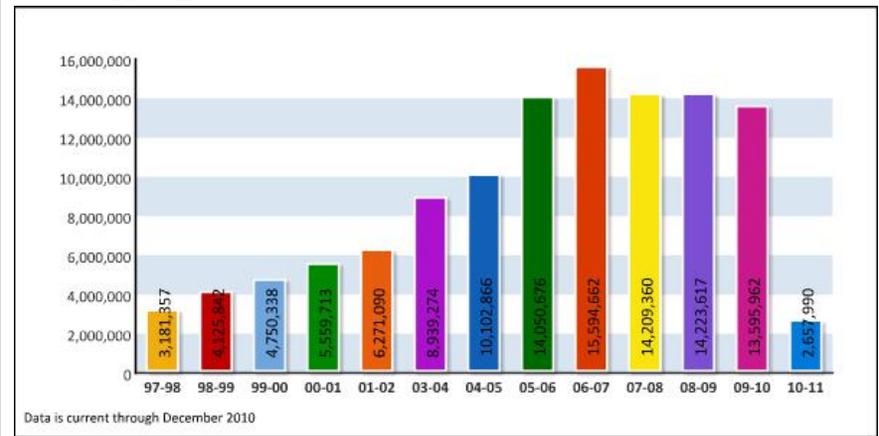
- 1.5.1c **Red.** Sponsored Programs continues to meet the increasing demands of a rapidly expanding operation with a skeletal staff. OSP is supported by two full time professional staff members with one full time support staff member. Two workshop positions are approved while only one position is currently filled. Additional staff is needed to continue to provide the caliber of support required by a deadline driven office; however, position requests are not filled due to proration.

- 1.5.1d **Yellow.** Summaries of sponsored program activity, revenue and indirect cost are listed below:

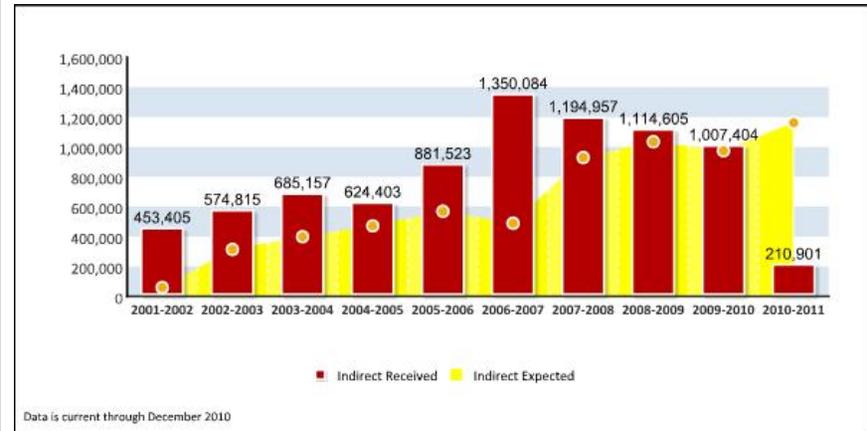
- Sponsored Program Activity



- Revenue



- Indirect Cost



1.5.1e **Yellow.** OSP has committed that we will increase competitive proposal submissions by 10% from base year 2010-2011 to 2015. The base year therefore will be calculated at August 30, 2011. OSP has requested that the Research Council review the university definition of “research” and provide guidance as to the “kinds of activities” that should be included in “research” reporting. Additionally, the classification of sponsored program dollars is determined by Sponsored Program Accounting. OSP has additionally recommended that the research committee review the current practice and make recommendations as to a revised process to ensure that projects are appropriately classified.

1.5.2

- **Yellow.** Colleges will establish minimal research requirements for faculty – A goal was set for AY 2014-15 for 8.0 projects per faculty member. Faculty research activities were assessed according to the number of research projects per faculty member for the last two years: AY 2008-09 – 6.8 projects, AY 2009-10 – 7.3 projects.
- **Green.** A University wide reporting system (Digital Measures) to capture faculty research activity was approved to be implemented by the end of March. This system will improve reporting and thereby better demonstrate the level of faculty research produced. It will also provide deans the information needed to manage such activities within their colleges.

- **Yellow.** Increase the number of faculty seeking internal research grants – A goal was set for AY 2014-15 for 30 faculty members will seek internal research grants. Faculty research activities were assessed according to the number of faculty seeking internal research grants for the last two years: AY 2008-09 – 21 faculty members submitted internal research requests, AY 2009-2010 – 17 faculty members submitted internal requests.
- **Yellow.** Colleges encouraged to establish annual college research objectives – CHHS has established college research council to begin setting college standards and collaboration to increase faculty research

1.5.3

- **Yellow.** Ensure research and grant opportunities for students – The number of graduate students seeking external research initiatives were assessed: AY 2008-09 – 3 projects for \$1,191, AY 2009-10 – 4 projects for \$1,491.
- **Yellow.** Student thesis projects will be reported as a parameter for student research activities – students produced 157 theses in AY 2009-2010.

1.6 Ensure the University remains competitive in tuition and rate structures.

Goals:

- 1.6.1. On an annual basis, provide a comparison of tuition and rate structures for Troy and its competitors to ensure we maintain a competitive rank among our peer institutions.
- 1.6.2. On an annual basis, review the tuition and rate structures in place and determine if a change in structure is necessary to remain competitive.
- 1.6.3. On an annual basis, develop cost saving strategies that also provide incentives for the department(s) or division(s) facilitating the cost reductions.

All of the goals to achieve this objective will start in March/April of 2011.

- 1.6.1. **White.** This process will begin in March 2011 as we begin reviewing the FY 2012 projected revenue budget.
- 1.6.2. **White.** This process will begin in March 2011 as we begin reviewing the FY 2012 projected revenue budget.
- 1.6.3. **White.** This review will begin in April 2011 after departmental budgets are entered for FY 2012 and available for review by the Budget Office.

1.7 Successfully complete the Capital Campaign.

Goals: Through developing effective strategies for major gifts, annual fund, and athletics giving campaigns, the University will surpass the stated goal of \$200 million and successfully complete our Building Beyond Boundaries Capital Campaign by 2015.

- 1.7.1. Surpass the stated campaign goal of \$200 within the next five years.
Benchmarks:
 - By December 31, 2011, reach at least \$125 million (Development Goal: \$62.25 million).
 - By December 31, 2012 reach at least \$150 million (Development Goal: \$75 million).
 - By December 31, 2013 reach at least \$175 million (Development Goal: \$87.5 million).
 - By December 31, 2014 reach at least \$200 million (Development Goal: \$100 million).
- 1.7.2. Contact all those interviewed for the Feasibility Study who have not yet made a gift.
- 1.7.3. Make asks of all Board Members (Trustees, Foundation and Alumni Boards) who have not yet made a gift.

We have made good progress toward all goals and have already completed or are about to complete some of the goals for 2011.

- 1.7.1. **Green.** We completed the benchmark goal for 2011 in December 2010.
- 1.7.2. **Yellow.** We have completed about 70% of this goal.
- 1.7.3. **Yellow.** We have completed about 70% of this goal.
- 1.7.4. **Yellow.** Although not a benchmark, we had set a goal of \$500,000 in 2010 to keep us on target to reach the above benchmarks. I am pleased to report we met this goal. The year has started off well with the most successful faculty/staff campaign ever.
- 1.7.5. **Yellow.** We believe we will reach the goal for 2011 in the first two months of the year. We are in the process of completing a gift which will bring us to \$1.9 million in gifts for 2011.
- 1.7.6. **Yellow.** We believe that by the end of February we will have completed more than 20% of our goal for 2011.
- 1.7.7. **Yellow.** The beginning of the year is always the slowest for athletics. This will pick up. In the months ahead, especially with funds raised for the Larry Blakeney event.
- 1.7.8. **Yellow.** This important event is currently being planned. A committee has been formed and we have already had five meetings.
- 1.7.9. **White.** Goal not started, but at this point, we are on target to reach this goal.

- 1.7.4. Grow the Annual Fund (to include Athletics) to \$1 million by 2015.
Benchmarks:
 - By December 31, 2011, reach at least \$600,000.
 - By December 31, 2012, reach at least \$700,000.
 - By December 31, 2013, reach at least \$800,000.
 - By December 31, 2014, reach at least \$900,000.
 - By December 31, 2015, reach at least \$1,000,000.
- 1.7.5. Add at least \$2 million dollars in planned gifts each year for the next five years.
- 1.7.6. Raise at least \$10 million in development contributions (cash and pledges, gifts-in-kind, and planned gifts) in 2010; \$12.5 million each year for the next four years (2011-2014).
- 1.7.7. Raise at least \$500,000 in athletic contributions (cash and pledges and gifts-in-kind) each year for the next five years.
- 1.7.8. Launch the public phase of the Campaign with a celebratory event in February 2012.
- 1.7.9. Complete the Campaign with a celebratory event sometime before Fall 2015.

1.8 Establish a TROY Professional Development Institute.

Goals:

- 1.8.1. Develop an organizational structure to consolidate all professional development and continuing education functions in Troy University into the TROY Professional Institute with a Director and support staff by August 2011.
- 1.8.2. Review market analysis, develop and deliver 10 viable programs a year, beginning in 2011-2012.
- 1.8.3. Develop a financial structure to support program development and instruction for the faculty and support back to the Colleges by January 2012.

The team leader has been meeting with the Continuing Education Center in Dothan about reorganizing the Center to become the Professional Development Institute. An extensive list of potential programs has been developed but no programs have been identified for implementation.

- 1.8.1. **Yellow.** The team leader has been meeting with the Continuing Education Center on the Dothan campus about reorganizing the Center to become the TROY Professional Development Institute. Hiring a Director will be critical to the success of the endeavor.
- 1.8.2. **Yellow.** At this time no programs have been identified for implementation, with SO 1.2 taking precedence. A round robin session during the Strategic Planning conference last spring has provided an extensive listing of potential programs. The team leader continually reviews market analysis for potential programs.
- 1.8.3. **White.** No action has been taken on this goal.

1.9 Grow national and international alumni chapters and individual alumni connection with the University.

Goals: Troy University will increase alumni chapters by strengthening existing chapters and connections with alumni, creating international chapters, and engaging new alumni upon graduation. Our expected outcome will be vibrant and engaged chapters and alumni contributing to the University, building international linkages and getting our newest alumni associated with the University in a meaningful way.

- 1.9.1. Using the 2009-2010 goal year as a base, increase alumni paid membership 20% each year for the next five years.
 - Grow the student alumni association by 20% each year.
 - Establish an international student alumni committee, as a part of the student alumni association.
 - Grow lifetime memberships by at least 10% each year.
 - Grow the number of parent memberships by at least 10% each year.
 - Grow the number of national alumni chapters by at least two each year.
 - Create and sustain momentum in existing chapters/revitalize those needing it: For any chapter that does not currently meet the three required criteria, a minimum of two will be brought back to that level each year.
 - Develop the concept of alumni clubs for the international market. Create at least one club each year for the next five years.
- 1.9.2. Using the 2009-2010 goal year as a base, increase the number of alumni who make gifts to the University by 20% each year.
- 1.9.3. Increase alumni engagement in University activities and events:
 - Using 2010 as a base, increase the number of

We have made progress toward all goals but one, which is not scheduled until 2012. We have already met one of our goals that was scheduled to be completed in 2012.

- 1.9.1.a. **Yellow.** It is anticipated that members will increase by about 1% during this next year. Later in the Spring we will have our big membership campaign.
- 1.9.1.b. **Yellow.** Faith is in the process of identifying potential committee members.
- 1.9.1.c. **Yellow.** It is anticipated that we will increase lifetime members by about 1% this next quarter.
- 1.9.1.d. **Yellow.** Lindsay is currently developing a campaign to reach parents for Membership during Impact.
- 1.9.1.e. **Yellow.** We actually have four chapters “in the works.”
- 1.9.1.f. **Yellow.** Lindsay is currently working with the Chattahoochee Valley Chapter to revitalize it.
- 1.9.1.g. **Yellow.** Faith is currently working with Global Campus folks to identify the best possibilities for an international chapter.
- 1.9.2. **Yellow.** We are currently working on a project with athletics to help increase alumni giving.
- 1.9.3.a. **Yellow.** Spring Reunion is several weeks away. We are working hard to increase the number of alumni who attend the event this year.
- 1.9.3.b. **Yellow.** There are at least seven alumni serving on this committee.
- 1.9.4.a. **Yellow.** Link was created in 2010. We are constantly working to increase Facebook contacts.
- 1.9.4.b. **Yellow.** We are in the process of establishing a Twitter link.
- 1.9.4.c. **White.** This is a goal for 2012.
- 1.9.4.d. **Green.** The Alumni Magazine is on-line as well as being published.
- 1.9.5. **Yellow.** We currently are using the IRPE survey on our website to meet this goal, but are in the process of developing our own survey.

- alumni who attend the Spring Reunion dinner by 10% each year.
 - Involve alumni in the planning of the 2012 Celebration event; goal is to have no fewer than 300 to attend this event.
- 1.9.4. Effectively communicate with all alumni:
- Continue to develop and utilize Facebook for alumni affairs.
 - Have a viable link between Facebook and website by the end of 2010. Increase the number of Facebook contacts by 20% each year 2011-2015.
 - Establish Twitter link by mid 2011. Increase the number of followers 20% each year 2012-2105.
 - Develop Linked-In connection by the end of 2012. Increase the number of followers 20% each year 2013-2015
 - Continue to publish the Alumni Magazine, but add on-line versions of all editions by 2012.
- 1.9.5. Develop and implement an alumni satisfaction survey each year.

1.10 Expand the activities for the International Center for Business and Economic Development and establish the Manley Johnson Center for Economic Study.

Goals:

- 1.10.1. Develop specialized research and outreach clusters on each of the Troy University Campus sites in Alabama and Global Campus.
 - a. Explore the abilities, willingness to cooperate, and propensity of faculty to work with CIBED to develop projects that contributes to the mission of the Sorrell College of Business.
 - b. Develop one location to serve as a model which can serve as a positive influence and generate interest and leadership for other SCOB campus sites in 2010-2011.
 - c. Develop a responsive organizational structure with qualified leadership that will grow the reach of the CIBED.
- 1.10.2. Increase technical assistance to businesses and communities by developing more online resources.
 - a. Develop a new webpage that will post value added research from students and faculty by June 2011.
 - b. Become a resource center dedicated to helping businesses overcome cultural barriers to internationalization (for both domestic and international sites).
 - c. Create training needed by the business community as it continuously becomes more culturally diverse.
- 1.10.3. Establish the Manuel H. Johnson Center for Political Economy and hire new director and supporting faculty by 2012.

Progress was made in development of specialized research and outreach clusters with the hiring of a new Associate Dean for the Dothan campus. Planning continues for rolling out the campus centers. Increasing technical assistance to businesses and the communities continues with the International Economic Development MBA program being available online in fall 2011. The full establishment of the Manuel H. Johnson Center was furthered by the hiring of Dr. Scott Beaulier as the Director.

- 1.10.1 **Yellow.** Progress was made with the hiring of a new Associate Dean for Dothan Campus in January of 2011. The plans for rolling out specialized research centers by campus continue. Accordingly, Dothan will create the Center for Business Ethics in cooperation with the Johnson Center for Political Economy by the Fall of 2012. Work continues on strategic centers for other campus sites. Both Montgomery and Dothan should have specialized centers ready for operation in Fall Semester 2012.
- 1.10.2 **Yellow.** Progress continues to be made for this objective. The International Economic Development MBA program will be available online beginning Fall Semester 2011. A specialized business retention program will be offered in early summer—contract with Tamerica Consulting has been funded and approved.
- 1.10.3 **Yellow.** In the Fall of 2010, Dr. Scott Beaulier was hired as Director of the Manuel H. Johnson Center for Political Economy. All interviews have been conducted and offers have been extended and accepted for a Fall 2011 start. There is still one staff position to be filled in order to complete the 1.10.3 objective.

1.11 Promote the stewardship of University resources by continuing to identify opportunities to increase efficiency and reduce costs.

Goals:

- 1.11.1. Develop and implement a systematic process to review administrative program activities to ensure programs are still necessary and to identify opportunities for gaining efficiency by September 2011.
- 1.11.2. Establish a University-wide employee recognition program for achieving cost savings.

We are in the process of identifying the “centers” of the University and working with IRPE and IT to determine data availability for analysis.

- 1.11.1. **White.** In progress. We are in the process of identifying the "centers" of the University. We have a draft analysis that has been shared with Dr. Bookout, our Champion for this objective. We are working to expand the review of centers to include credit hour production analysis for academic areas as well. We are working with IRPE and IT to determine data available for analysis.
- 1.11.2. **White.** This review will begin in April 2011 after departmental budgets are entered for FY 2012 and available for review by the Budget Office.

1.12 Strengthen leadership development opportunities for students.

Goal:

- 1.12.1 Double the number of students earning a minor in leadership by 2015.

During the Fall 2009 academic semester, 208 students enrolled in Leadership courses and 23 were identified as Leadership Minors. Seven students earned a minor in Leadership Studies during 2009. Spring 2010 results were 160 students enrolled in Leadership courses, and 30 Leadership Minors (30.4% increase in declared minors). Eight students earned a minor in Leadership Studies during 2010.

The Fall 2010 academic semester revealed a growing demand for the program, with Leadership course enrollment up 56.7% (326 vs 208). The semester began with 30 Leadership Minors and finished with 63 minors in the program (110% increase).

We are responding to growth demand to in two ways. The number of sections taught fall semester increased from 11 to 14 (Fall 2009 vs Fall 2010), and spring semester from 10 to 13 (Spring 2010 vs Spring 2011). Second, the hire of an additional Lecturer / Instructor increased the full time faculty from ½ (to 1 ½) Director of Institute for Leadership Development technically spends ½ time teaching). We face a **critical need for another full time Lecturer / Instructor** NLT Fall 2011.

- 1.12.1 **Yellow.** We project over 20 students will earn a minor in leadership studies in 2011 which will more than double the number who earned a minor in 2010. That number will likely double again in 2013 and continued growth is expected in the two out-years (2014 and 2015).

2.0 Enhance Academic Quality and Institutional Effectiveness

The University embraces continuous improvement of its academic programs, educational support systems, administrative systems, research activities, and community service programs as an essential value in accomplishing its mission.

2.1 Implement the Quality Enhancement Plan to create a Culture of Reading.

Goals:

- 2.1.1 The number of faculty and staff who serve as group leaders for the discussion sessions related to the Common Reading Initiative (CRI) for first-year students shall increase by 10% annually beginning in August 2009 through August 2013.
- 2.1.2 Faculty will choose to use the CRI selection in courses other than TROY 1101, especially General Studies courses, so that by August 2013, the total number of faculty who have used the book in their courses will be 25.
- 2.1.3 The number of faculty who will choose to use the College Reading Initiative (COLRI) selection in their classes other than those classes identified for COLRI use will increase by 10% annually beginning in August 2011 through August 2013.
- 2.1.4 During the implementation of the QEP, at least 15 faculty members will participate annually in professional development activities related to the University's QEP for a total of 75 at the end of the implementation of the QEP in August 2013.
- 2.1.5 Faculty and staff will participate in activities and events that support the creation of a culture of reading, such as attending readings/lectures given by authors who visit the campus; participating in planned programs where they read and discuss their own books and publications; using the *New York Times* in classes; leading a *New York Times* Talks lecture; planning and attending film festivals and theater productions; and engaging in other activities related to enhancing the culture of reading at Troy University so that by August 2013, 100 faculty and staff members will have participated in QEP support activities.

During the current reporting cycle, Strategic Initiative Goal 2.1, Implement the Quality Enhancement Plan to Create a Culture of Reading, has made significant progress. Faculty have participated in the QEP as delineated in the specific goals related to two of the major components of the QEP, the Common Reading Initiative (CRI) and the College Reading Initiative (COLRI). While progress is commendable, the collection of assessment data is key to documenting achievements. Efforts are underway to develop a more systematic approach to data collection. The book selection committees for each of the reading initiatives are now activated to select the readers for the 2011-2012 academic year. Overall, Strategic Initiative 2.1 is on-target to fulfilling its goal of creating a culture of reading at the University.

- 2.1.1 **White.** The number of faculty and staff who serve as group leaders for the discussion sessions related to the Common Reading Initiative (CRI) has increased since 2009.
- 2.1.2 **White.** Faculty in courses, such as English, Biology, Art, and History, have chosen to use the CRI selection in courses other than TROY 1101.
- 2.1.3 **White.** Some faculty in the five academic colleges have chosen to use the College Reading Initiative (COLRI) selection in their classes.
- 2.1.4 **White.** During the implementation of the QEP, faculty members have participated in QEP activities at a higher rather than expressed in this goal.
- 2.1.5 **White.** Faculty and staff have participated in activities and events that support the creation of a culture of reading, such as attending readings/lectures given by authors who visit the campus; participating in planned programs where they read and discuss their own books and publications; using the *New York Times* in classes; leading a *New York Times* Talks lecture; planning and attending film festivals and theater productions; and engaging in other activities related to enhancing the culture of reading.

2.2 Strengthen the accreditation of our business programs and review the need for other specialized accreditations.

Goals:

- 2.2.1. SCOB Dean, in conjunction with Provost will create Action Plan with pro forma for AACSB accreditation (February 1, 2011).
- 2.2.2. Each Dean will conduct an inventory of accreditations in their respective college (September 1, 2011).
- 2.2.3. Team will conduct an assessment on need/viability of inventoried accreditations identified in the five colleges (September 1, 2012).
- 2.2.4. Team will conduct an assessment on what additional academic accreditations are needed in each college with pro forma (December 1, 2012).
- 2.2.5. Team will develop recommendations on what academic accreditations should be pursued, kept and/or eliminated in each of the five colleges (September 1, 2013).

An inventory of courses and programs within the college was conducted. After analyzing this data, the college made recommendations to the Dean to modify the spring 2011 schedule of classes to address concerns about low enrollment classes and poor course scheduling. The SCOB Dean continues to gather data to develop an accurate pro forma.

- 2.2.1 **Yellow.** Action plan has been developed and submitted to the SVC for Academic Affairs. The Sorrell College of Business appointed a committee of faculty and administrators to conduct an inventory of courses and programs within the college. This inventory reviewed course offerings, streamlining elective options and addressing low enrollment classes because of poor course scheduling. After analyzing this data the college made recommendations to the Dean to modify the spring 2011 schedule of classes to address concerns which were identified. The SCOB Dean continues to gather data to develop an accurate pro forma.
- 2.2.2 **White.** Goal not scheduled to start yet.
- 2.2.3 **White.** Goal not scheduled to start yet.
- 2.2.4 **White.** Goal not scheduled to start yet.
- 2.2.5 **White.** Goal not scheduled to start yet.

2.3 Strengthen the Honors Program in a manner that leverages the University’s strengths, including international programs and study-abroad opportunities.

Goals:

- 2.3.1. Develop a structure of the University Honors Program (UHP), including assignment of responsibilities for administrative leadership of the Honors Program and campus location(s) for the UHP by May 2011.
- 2.3.2. Identify and request specific human, fiscal and financial resources necessary to support the delivery of the University Honors Program to Troy University students at all location(s) no later than December 2011.
- 2.3.3. Develop a specific academic curriculum for the University Honors Program to be reviewed and adopted according to University policy by May 2012.
- 2.3.4. Identify and recommend specific marketing activities to support the University Honors Program no later than December 2012.
- 2.3.5. Implement the revised University Honors Program by August 2013.

Discussions were begun with the current director of the University Honors Program and the Student Honors Alliance to develop the role, scope, and organization methods to develop the Honors Program.

- 2.3.1 **Yellow.** Meetings already held with current director of UHP and Honors Alliance (student organization). Current discussions regarding role and scope of UHP and UHP Director underway
- 2.3.2 **White.** Not requested yet. Pending analysis of 2.3.1
- 2.3.3 **White.** Initial discussions with UHP Director but formal review and revision pending
- 2.3.4 **White.** Pending 2.3.1-2.3.3.
- 2.3.5 **White.** Pending 2.3.1-2.3.4

2.4 Strengthen the University diversity program and develop and implement a Strategic Diversity Plan.

Goals: If Troy University is to remain a world leader in producing graduates who are equipped to take a prominent place in the global community, these graduates must be culturally diverse, accepting of ideas other than their own and of people not like them, accepting and sensitive to people with disabilities, and able to deal with complex diversity issues. In order to achieve and teach diversity and inclusiveness as core values of the University, it is also imperative that the faculty and staff of Troy University understands, adopts, advocates and mentors these values to each other and to the students.

- 2.4.1. By June 30, 2011, complete an analysis of minority

Preliminary discussions and development for this objective are underway, but major work begins in summer 2011.

- 2.4.1. **White.** The determination of what queries to run to gather data on students is just beginning by committee members.
- 2.4.2. **White.** This policy is being developed and will be sent to Human Resources for review and will be discussed at the next committee meeting.
- 2.4.3. **White.** This goal has not yet been developed, but will be worked by the committee members later in summer 2011.
- 2.4.4. **White.** This event will be planned by the committee beginning fall 2011 for an event to be held in summer or early fall 2012.
- 2.4.5. **White.** The committee will ask the Senior Director of Human Resources, who is on the committee to prepare a recommendation on whether this can be accomplished by Troy University personnel

students to determine how best to recruit the under-represented groups, as well as retain them through completion of their degree programs.

- 2.4.2. By June 30, 2011, develop a policy for the Chancellor's Cabinet approval to require racial representation on all search committees for professional and full-time faculty positions.
- 2.4.3. By March 31, 2012, conduct a bi-annual workshop for staff & faculty to promote and foster inclusiveness and diversity throughout Troy University.
- 2.4.4. By October 31, 2012, plan and convene an annual system-wide event for staff & faculty to celebrate diversity throughout Troy University.
- 2.4.5. By December 31, 2013, update and publish a revised Troy University Affirmative Actions Plan.
- 2.4.6. By October 31, 2014, plan and convene an annual system-wide event for students to celebrate diversity throughout Troy University.

or if it should be out-sourced. The director will also be asked to prepare a pro-forma on the cost for accomplishing this goal. This should be started by fall 2012 for completion late 2013.

- 2.4.6. **White.** This event will be planned by the committee beginning fall 2013 for an event to be held in summer or early fall 2014.

2.5 Increase developmental opportunities for faculty, staff, and academic leaders.

Goals: Administer training and development opportunities for TROY faculty and staff.

- 2.5.1. Develop faculty/staff orientation for all new employees by August 1, 2011.
- 2.5.2. Establish leadership/management training for all persons in leadership and/or management positions by August 1, 2013.
- 2.5.3. Provide developmental opportunities for all faculty members by June 1, 2013.
- 2.5.4. Increase IT training offerings 30% for all faculty and staff by December 31, 2015.

Work has begun on developing online orientation models for each college and nine courses were identified for leadership/management training. Work is underway by IT on development of new training sessions. The goal of producing developmental opportunities for all faculty members has been delayed because of the departure of the head of the Quality Enhancement Institute.

- 2.5.1 **Yellow** Start Date: 10/1/10. Work is underway on the online modules from Human Resources. Academics is compiling existing data for use in developing an orientation model to be deployed within each college.
- 2.5.2 **Yellow** Start Date: 10/1/10. A series of nine courses was identified, and six of the nine courses currently exist. The Chancellor's Fellows are working to possibly develop the remaining three courses that will specifically address the role of the Chair. Funding for this initiative will be required to fully implement the training as the trainers require payment.
- 2.5.3 **Red** Start Date: None. With the departure of the existing director of the Quality Enhancement Institute, the QEI is currently not staffed. The plan for this goal was for the QEI to serve as lead. Without this resource, progress is currently stalled. Resources developed in previous years are being posted to the University website, but new resources are not currently being developed.
- 2.5.4 **Yellow** Start Date: 10/1/10. Work is underway on the development of two new online training guides and the development of two new sessions for the summer training session. Any new hands-on or training that requires travel is on hold until funding is available.

2.6 Strengthen opportunities for faculty international travel and faculty exchange programs to promote student study-abroad activities.

Goals:

- 2.6.1. The Membership, in consultation with the Executive Vice Chancellor/Provost, will review the existing University policy/protocol documents regarding faculty international travel and student study-abroad activities, including expectations and requirements for faculty and students and will recommend a revised University policy by May 2011. The Membership will engage various University stakeholders and committees at the direction of the EVC/Provost in support of this goal
- 2.6.2. The Membership, in consultation with the Executive Vice Chancellor/Provost, will develop specific recommendations by May 2012 for increasing student study-abroad travel to an average of ten trips per college per year by 2015
- 2.6.3. The Membership will recommend a standardized curriculum for student study-abroad programs, in consultation with the appropriate academic review process by May 2012
- 2.6.4. The Membership will work with the Executive Vice Chancellor/Provost and the College Deans to develop college-wide expectations for faculty travel internationally in support of student study-abroad programs by December 2012 including recommendations for the identification of specific locations for these programs

Discussions are underway to develop specific recommendations by May 2012 for increasing student study-abroad to an average of ten trips per college by 2015. Initial discussions are underway to recommend a standardized curriculum for student study-abroad programs.

- 2.6.1 **Yellow.** Currently underway. On target.
- 2.6.2 **Yellow.** In discussion
- 2.6.3 **White.** Initial discussions underway but formal review/revision pending completion of 2.6.1
- 2.6.4 **White.** Study abroad activities ongoing for each college for 2010-2011. Numbers per college are at or above 5 planned study abroad trips per college for 2010-2011. Final achievement of 10 trips per college per year by 2015 pending.

2.7 Harness process improvements and information technology to achieve a streamlined paperless system.

Goals:

- 2.7.1. Complete audit and inventory of current paper forms and associated workflows by March 2011.
- 2.7.2. Review inventory report and assess for viability of electronic workflow implementation and potential process change by June 2011.
- 2.7.3. Establish costs estimates for technology and training.
- 2.7.4. Deploy pilot program and assess success of 3 key workflows by December 2011.
- 2.7.5. Develop plan for full-scale deployment and training based on assessment of pilot program and financial viability by June 2012.
- 2.7.6. Assess success of programs' implementation by December 2012.

During the reporting period, the committee was formed. Two meetings were scheduled; one meeting was an orientation meeting held at the Troy campus IT facility, the second meeting was a video/web conference session. The second meeting was attended by the work group only. The goals for the objective were created; a work team was established. During December 2010, two new paperless forms were deployed, using the current paperless system employed by Troy University. The product is called Echosign.

- 2.7.1. **Yellow.** Audit and inventory of current paper forms and associated workflows are in progress.
- 2.7.2. **White.** Goal not yet started.
- 2.7.3. **White.** Goal not yet started.
- 2.7.4. **White.** Goal not yet started.
- 2.7.5. **White.** Goal not yet started.
- 2.7.6. **White.** Goal not yet started.

2.8 Review enrollment patterns and strengthen admissions standards for undergraduate and graduate programs.

Goals:

- 2.8.1. Conduct macro situation/market analysis of current demographic trends and enrollment patterns: regionally, nationally, internationally by September 2011.
- 2.8.2. Conduct detailed situation analysis of current TROY enrollment: by college, academic program, and by home location by September 2011.
- 2.8.3. Conduct SWOT analysis by September 2011.
- 2.8.4. Develop annual enrollment projections and goals through 2015: by academic program, by campus/location by August 2012.
- 2.8.5. Propose strengthened admission requirements based on analysis by August 2012.
- 2.8.6. Establish ongoing measurements of effectiveness related to admission requirements by August 2012.
- 2.8.7. Increase international student enrollment inside the U.S. by 15% by 2013.

Data collection has begun for most goals cited under strategic objective 2.8. However, some collection assignments still remain, as we attempt to involve all members of the Enrollment Management Committee.

- 2.8.1. **Yellow.** Data collection underway of current demographic trends and enrollment patterns. Projected completion: September 2011
- 2.8.2. **Yellow.** Data collection underway in order to conduct situation analysis of current TROY enrollment. Projected completion: September 2011
- 2.8.3. **White.** Sub-committee for conducting SWOT analysis to be appointed in March 2011. Projected completion: September 2011
- 2.8.4. **White.** Annual enrollment projections to be stated after data analysis. Projected completion: August 2011
- 2.8.5. **White.** Recommendations on any changes in admission requirements to be determined after careful data analysis. Projected completion: August 2012
- 2.8.6. **White.** Effectiveness measures to be established after data analysis. Projected completion: August 2012
- 2.8.7. **Yellow.** Attempts to increase international student enrollment inside US by 15% ongoing. Projected completion: August 2013

2.9 Assess and improve the institution through the use of the Alabama Quality Award.

Goals:

- 2.9.1. Achieve Level Two Recognition (Silver) in the Alabama Quality Award process by December 2011.
- 2.9.2. Achieve Level Three Recognition (Gold) in the Alabama Quality Award process by December 2014.

Through hard work and study, the University studied many aspects of the quality of the organization. This examination was used in the preparation of the application and subsequent award of Level One AQA recognition in 2008, while more thorough self examination was required for the application and subsequent award of Level Two AQA recognition on December 2, 2010. These studies have enabled the University to augment its strength and identify areas needing improvement. This will be invaluable in applying for Level Three AQA recognition.

- 2.9.1 **Green** This goal was completed in December 2010. The application for the AQA Level Two award was submitted on April 28, 2010. Site visits to the Montgomery, Phenix City, and Troy campuses were made on September 13-15, 2010. On December 2, 2010, Troy University was presented the Level Two AQA recognition at conference ceremonies at Perdido Beach Resort in Orange Beach, Alabama.
- 2.9.2 **Yellow** Preliminary work has begun on AQA Level Three based on areas needing improvement identified in feedback from the Level Two review. A team was formed to analyze the results of the Great Colleges to Work For survey. After reviewing the data, the team decided to develop and conduct an additional internal survey that would provide more specificity in terms of responses by faculty and staff, and by campus location. Plans were also made to conduct a workshop on the Alabama Quality Award process on the Troy campus in January 2011.

3.0 Build for the Future

The University values inclusiveness, involving all students, faculty, and staff at all of its locations and in all of its programs, as it builds for the future.

3.1 Maintain a leadership position in sustaining information technology resources and adopting new learning technologies.

Goals: For each year, 2010-2011, 2011-2012, 2012-2013, 2013-2014, and 2014-2015:

- 3.1.1. Review current IT environment and document current areas of strength and areas that need improvement
- 3.1.2. Assess potential technology improvements to address areas of improvement
- 3.1.3. Establish costs estimates for technology enhancements and training needs
 - a. Key mandates include flexible, secure infrastructure
 - b. Global operations require further review for legal and security concerns
 - c. Training considerations – should compulsory training be implemented
 - d. Are there IT staffing needs for continued growth and competitive posture?
- 3.1.4. Rank areas of improvement based on a needs analysis
- 3.1.5. Deploy improvements based on level of criticality
- 3.1.6. Assess success of programs' implementation

During the reporting period, the committee was formed. Two meetings were scheduled; one meeting was an orientation meeting held at the Troy campus IT facility, the second meeting was a video/web conference session. The second meeting was attended by the work group only. The goals for the objective were created; a work team was established within the IT unit.

- 3.1.1. **Yellow.** Review and documentation are underway.
- 3.1.2. **White.** Goal not yet started.
- 3.1.3. **White.** Goal not yet started.
- 3.1.4. **White.** Goal not yet started.
- 3.1.5. **White.** Goal not yet started.
- 3.1.6. **White.** Goal not yet started.

3.2 Develop and maintain a sustainability plan for space utilization, and facility and land development.

Goals:

- 3.2.1. Implement the national student education and awareness sustainability competition called RecycleMania by September 2011.
- 3.2.2. Expand user participation in the campus recycling program to increase recycling by 100% by September 2011.
- 3.2.3. Reduce campus-wide energy costs by 5% through energy conservation and by installing an array of solar energy electrical panels atop the Trojan Center to supplement power to the building.
- 3.2.4. Document a carbon footprint assessment for each campus in Alabama and take actions to reduce the footprint by 10%.
- 3.2.5. Establish a campus sustainability standard for space utilization, and facility and land development by December 2013.
- 3.2.6. Have one or more professionals within the campus community earn the Leadership in Energy and Environmental Design (LEED) Green Associate credential.

Among the accomplishments during this reporting period is the establishment of 24 new recycling stations. Collaborative work between the SGA and Physical Plant has prepared the University for the upcoming Recycle Mania Tournament. Energy plans and recommendations have been prepared and are currently under review for approval and funding consideration.

- 3.2.1 **Yellow.** Started June 2010. Participation in RecycleMania commenced January 2011.
- 3.2.2 **Green.** Completed October 2010. Established 24 new recycling centers on campus.
- 3.2.3 **Yellow.** Started June 2010. Assessment of savings opportunities identified. Currently identifying projects with quick implementation and payback opportunities.
- 3.2.4 **Yellow.** Started June 2010. Finalizing carbon footprint for campus vehicles.
- 3.2.5 **White.** Goal not started.
- 3.2.6 **Yellow.** Started September 2010. Mark Salmon is currently pursuing credential.

3.3 Plan to optimize faculty, staff, and infrastructure to support enrollment growth.

Goal:

- 3.3.1 For each year, 2010-2011, 2011-2012, 2012-2013, 2013-2014, and 2014-2015: Conduct and review and develop a rolling two-year resource plan each summer that states the expected hiring needs for faculty and staff, and states the infrastructure needs to support new faculty and staff.

3.3.1 **Yellow.** The initial work on analyzing average class size was begun in August 2010 resulting in a benchmark of the average class size for each college across all locations. Initial work on faculty CHP and classroom utilization has not begun. Program enrollment goals will be established in April 2011 and will drive the faculty and infrastructure needs for the next two years. No issues are foreseen in developing the first year's resource plan by October 2011.

3.4 Pursue renovation and construction opportunities.

Goals:

- 3.4.1. Review and update the process for reporting and obtaining approval for improvements, broken windows, deferred maintenance, and new construction/renovation needs by February 2011 and achieve 10% increase in student satisfaction with facilities on the *Senior Survey*.
- 3.4.2. Review and update the process for small project requests/approvals by June 2011, and achieve a 25% reduction in cycle time by June 2013.
- 3.4.3. By 2015, complete construction and/or renovation on Alumni Hall, a North End Zone facility, an additional residence hall on the Troy campus, renovate Sartain Hall and add a wellness and fitness center, complete Janice Hawkins Park and Amphitheatre, renovate Stewart Hall for academic purposes, and update and/or expand facilities for the tennis program.
- 3.4.4. Contingent on community support, complete the Riverfront facility in Phenix City by 2012.
- 3.4.5. Contingent on the demand for classroom space, provide additional classroom space on the Dothan and Montgomery campuses by 2015.

Team has successfully reviewed processes and updates have been documented. Are currently considering instruments to evaluate progress measurements for objectives 3.4.1 and 3.4.2. Other considerations for the team are to identify and the reporting of new projects and initiatives not currently included within this strategic objective.

- 3.4.1. **Yellow.** Started June 2010. Review and update of process completed; however, working to establish instrument to measure increase in satisfaction.
- 3.4.2. **Yellow.** Started June 2010. Review and update of process completed; currently working on methodology to measure cycle time reduction.
- 3.4.3. **Yellow.** Started June 2010. Alumni Hall project is currently under A&E review and administration review.
Yellow. Started June 2010. North End Zone facility project is seeking gifts and private financial support.
Yellow. Started June 2010. Additional residence hall on the Troy campus plans are currently under administration review.
Yellow. Started June 2010. Renovations to Sartain Hall and wellness and fitness center addition are scheduled to start after the completion of the multipurpose arena.
Yellow. Started June 2010. Janice Hawkins Park Phase II amphitheater design approved; work is scheduled for summer 2011.
Yellow. Started June 2010. Renovation plans for Stewart Hall for academic purposes are currently in A&E review and administration review.
Yellow. Started June 2010. Plans to update and/or expand facilities for the tennis program are currently under administration review
- 3.4.4. **White.** Waiting on private donor support.
- 3.4.5. **White.** Waiting for student demand to justify project(s).

3.5 Continue to develop opportunities for community development on all Alabama campuses.

Goals: Community & University Partnerships “CUP”: partnerships facilitate the development of a regional sense of community; they promote communication and understanding between the worlds of work and service; and they integrate the workplace with the world of higher education.

- 3.5.1. Develop a vision statement and definition of “community development” to lead Troy’s strategic goals. To be completed by October 15, 2010
- 3.5.2. Identify and build on existing community development activities currently being conducted on the Alabama campuses. Conduct survey of current activities of community development on or before December 31, 2010.
- 3.5.3. Establish Advisory Councils for Alabama campuses. To be completed by December 31, 2010.
- 3.5.4. The “CUP”, consisting principally of University personnel, will make recommendations pertaining to proposed partnership initiatives and methods of coordinating and improving existing partnerships to designated administrators. The Campus Vice Chancellor’s and Advisory Councils for each campus will make recommendations regarding existing partnership arrangements and directions for future arrangements to the Chancellor of Troy University or his designee. This will be an ongoing objective, measured by contracts, grants, special events generated by “CUP”. To name some of the units that will assist in this objective i.e. Professional Development Institute, CIBED, Continuing Education, Johnson Center for Economic Research, Davis Theatre, Sponsored Programs, Academic Divisions, Athletics’, Chamber of Commerce, Local/National Foundations, State Educational Agencies, Gov. Agencies of local communities, National Gov. Agencies, Non-Profit Agencies, Local

Committee members were to submit a list of all existing community development projects and develop a Partnership Survey by December 31, 2010. Dothan and Montgomery campuses have established Community Advisory Councils.

- 3.5.1 **Green.** This goal has been accomplished and approved.
- 3.5.2 **Yellow.** Dr. Jeffrey has asked all committee members to submit a list of all existing community development projects. The list should contain all partnerships within each University campus. The deadline for this list was December 31, 2010. An update will be provided in the next quarterly report.
- 3.5.3 **Yellow.** Dothan and Montgomery have completed this goal and Phenix City is in the process of accomplishing this goal.
- 3.5.4 **Yellow.** Dr. Jeffrey explained the “CUP” program. Any changes or concerns regarding the program should be submitted to Melissa Wilson. A suggestion was made to have specific links to each campus location.
- 3.5.5 **White.** Completion date is December 31, 2015.
- 3.5.6 **Red.** Scheduled to be completed by December 31, 2010.

Business/Industries, and Corporations etc. To be completed by December 31, 2015

- 3.5.5. Each campus will work to develop Economic Partnerships that is similar to the Troy University - CGI relationship. To be completed by December 31, 2015
- 3.5.6. Develop Partnership Survey for External Partner Form, Partnership Opportunities, Troy University Staff Adding a Current Partner Form, FAQs, and Links, to be completed by December 31, 2010

3.6 Increase media coverage for athletic, performing arts, community support, and other scholarly events throughout Alabama.

Goals:

- 3.6.1. Expand Radio and BDN footprint for football, men and women's basketball and baseball – statewide
- 3.6.2. Educate internally and externally about athletics and support for the performing arts and scholarly events
- 3.6.3. Offer media training for faculty and staff annually (i.e., Year 1 – UR, Year 2 – distinguished alumni, Year 3 – Print Media Expert, Year 4 – Broadcast Media Expert, Year 5 – Roundtable)
- 3.6.4. Benchmark TROY with 3 peer and 3 leading universities on their media coverage of athletics, performing arts and scholarly events
- 3.6.5. Expand awareness and access to Troy University sports activities information through the sports information web site, by achieving a 100% increase in visits to the web site by 2013

Progress toward this objective began under the leadership of Ms. Sandi Gouge and officially transferred to Donna Schubert on Oct. 1, 2010. In September, 2010, in follow up to larger team work that had already begun, Schubert, Buddy Johnson, Tom Davis and Jane Martin met to prepare pro-forma budgets that were due Oct. 1. At this time, the team gathered additional information regarding the University's IPEDS Custom Comparison Group and the primary online competitors identified by Dr. Deb Gearhart.

3.6.1. **Yellow.**

- Football aired Sunday and Thursday evenings during the season.
- Basketball and baseball coverage is in progress.
- Equipment was purchased to support a new Dothan studio and Dothan market cable coverage.
- Troy studio was upgraded.
- Cross promotion (radio/tv) began
- Permissible events began streaming online.
- Comprehensive audit of TrojanVision completed.

3.6.2. **Yellow.**

- Initiated development of television public service announcements for each college.
- Established hit/play and average play time tracking for major events streamed online.

3.6.3. **Yellow.**

- University Relations staff will offer face-to-face media training in summer 2011.

3.6.4. **Yellow.**

- A comprehensive assessment of TROY TrojanVision was completed in December, 2010. The programming schedule was benchmarked against six institutions, and the staff, budget and hours of original programming were benchmarked against four institutions. Conclusions: TrojanVision's programming content is comparable to that of other institutions, with the exception of programming purchased by some. Significant improvements to programming will come at significant cost, and it is undesirable to generate revenue through production charges for colleges and divisions. Our return on investment is greater than that of benchmark institutions.

- Improvements to programming are in progress to include a new original national news program and a new original University news program. Programming alternatives for courses are under review.

3.6.5. **Yellow.**

- The Athletics department has transitioned to an online media guide that is now linked to and driving traffic to the athletics web site.
- The Athletics department has developed social media presences.

3.7 Establish a comprehensive University Archival Program.

Goals:

- 3.7.1. Obtain a firm commitment of physical space for the permanent location of the Troy University Archives and remodel that space as necessary.
- 3.7.2. Employ a full time University Archivist by October 1, 2011 and other staff members as needed.
- 3.7.3. Apply for National Archives and Records Administration Archives grant before the October 2011 deadline.
- 3.7.4. Establish basic operational and managerial parameters for the Troy University Archives.

A grant has been submitted to the National Historical Publications and Records Commission with a response due from them in March/April. All other goals are contingent upon award of this grant.

3.7.1. **White.** Goal not started.

3.7.2. **White.** Goal not started.

3.7.3. **Yellow.** A grant has been submitted to the National Historical Publications and Records Commission with a response due from them in March/April.

3.7.4. **White.** Goal not started.

3.8 Pursue opportunities to enhance the quality of athletic programs.

Goals:

- 3.8.1. Place the student-athlete's welfare, academic and athletic success at the center of all programs and services.
- 3.8.2. Provide leadership and infrastructure (personnel, facilities, equipment and operating budgets) to strengthen the competitiveness of Troy's sports teams.
- 3.8.3. Adhere to the mission and goals of the University, the University's commitment to diversity and equity access, the mission and purpose of Troy Athletics, while complying with the Sun Belt Conference and NCAA Division I-A standards, rules, and regulations.
- 3.8.4. Troy University Athletics will be the premier program in the Sun Belt Conference and will be positioned for viable candidacy for any future Conference Expansion and/or Realignment.
- 3.8.5. Tell the story of Trojan Athletics and to increase the fan base.

This objective continues to be a goal for the Department of Athletics. In August, the Athletic Director assembled his Senior staff and distributes annual goals which work to meet the overall strategic planning objectives. These goals are reviewed weekly during the Senior staff meetings. Senior staff, in turn, work through their staffs to meet the desired goal within the timeline allotted. Further, prior to the beginning of the academic year, the Athletics Director developed a five year pro forma to guide the Department in the areas of generating revenue and eliminating expenses to meet goals.

- 3.8.1 **Yellow.** The Office of Student-Athlete Services continues to be the area of academic enhancement. This office is open from Sunday night through Friday afternoon and houses study areas, computer rooms and tutorial services. This area is available for more than 400 student-athletes. During the Fall semester, student-athletes logged in 19,112 hours of study time and 178 student-athletes had 3.0 or higher grade point averages for the semester.
- 3.8.2 **Yellow.** Operating budgets are continually evaluated for areas of maximum support. At the beginning of this fiscal year, each department's budget experienced a 2% deduction. From a facilities standpoint, monthly meetings continue as we are in the process of building a new basketball arena. Preliminary architectural drawings have been made to upgrade the areas of tennis, golf, softball and football. Potential donors are being identified to offset costs.
- 3.8.3 **Yellow.** There are two goals submitted toward equity and diversity. The Athletics Department is to complete the ongoing interest and ability surveys to assure compliance with Title IX. These surveys are distributed in the summer at IMPACT. The other goal is to install lights at the soccer/track complex. Since the track is utilized by the community, initial conversations have begun to explore the possibility of receiving a grant from the State of Alabama to provide lighting for security purposes in this area.
- 3.8.4 **Yellow.** This goal will be evaluated on an annual basis. Each varsity sport participating in the Sun Belt Conference will be ranked on place finish at the end of the year. Currently, of the 16 varsity Sun Belt sports, 4 have completed their season.
- 3.8.5 **Yellow.** The Troy Athletics Media Relations department continues to utilize all forms of electronic media to tell the Troy story. Stories are on facebook, twitter, text, electronic mail, and located on the web site. Further, the Athletics Department has transitioned into online media guides which drive more traffic to the web site.