

Fulfilling the Promise: The Strategic Plan for 2010 - 2015

Vision
Planning Assumptions
Initiatives and Objectives
Teams and Goals

UNIVERSITY MISSION

Troy University is a public institution comprised of a network of campuses throughout Alabama and worldwide. International in scope, Troy University provides a variety of educational programs at the undergraduate and graduate levels for a diverse student body in traditional, nontraditional and emerging electronic formats. Academic programs are supported by a variety of student services which promote the welfare of the individual student. Troy University's dedicated faculty and staff promote discovery and exploration of knowledge and its application to life-long success through effective teaching, service, creative partnerships, scholarship and research.

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.

PLANNING ASSUMPTIONS AND BELIEFS

The overarching objectives of this plan will be to take actions consistent with our mission of service to our students and our state that will enhance the institution's stature and reputation and/or enhance the institution's financial stability in the face of challenging economic conditions.

The economic conditions for Alabama will probably become more challenging during the time frame for the new strategic plan. The percentage of the university's budget that comes from the State of Alabama will most likely continue to decline, even while the State may seek to exercise more control over higher education.

The competing needs of the University's campuses will be balanced through the ongoing study of enrollment trends and financial resources.

Enrollment growth will come primarily through the University's relatively unique ability to draw upon both classroom and online delivery options to meet the needs of military students, adult students who are place-bound, and international students seeking access to an American higher education experience. The use of online learning technology will be the driving force for the University's enrollment growth over the next five years.

Information Technology, and expertise in its use, forms the foundation for ensuring the University's commitment to academic quality over the next five years.

Success in academic quality depends on hiring and developing the uniquely qualified faculty, staff, and leaders who will embrace the University's mission and vision during a time frame of intense retirements among senior leaders and faculty. Our people must effectively interact with diverse student populations (traditional students, adult students, students in the military, international students, and online learners) and must embrace continuing innovation in the use of learning technologies.

The University has a rich heritage in serving the needs of traditional students and must continue to enhance its performance in this area and sustain the campuses and campus-based programs that support the University's identity and help define our niche as a traditional university among the increasing number of institutions offering programs online.

The University must continue to critically review all programs and operations to ensure efficiency and effectiveness so that actions are not perpetuated simply on the basis of tradition.

Competing institutions are modeling themselves after Troy University. It is imperative for the University to build on the competitive advantage it currently maintains in delivering programs through distance technology to remain in a leadership position.

Vision and strategy must be translated into objectives and measures across a balanced set of perspectives instead of independent strategic units. Metrics will help ensure our objectives are specific and measurable and progress can be readily monitored.

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.

Champion: Dr. Earl Ingram

Team Leader: Dr. Hal Fulmer

Team Members: Dr. Judson Edwards, Dr. Lance Tatum, Dr. Damon Andrew, Dr. Maryjo Cochran, Dr. Dianne Barron, Dr. Henry Stewart, Mr. Buddy Starling, and Ms. Donna Schubert

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 Senior Vice Chancellor for Academic Affairs and 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.

1.2 Increase student access to more online program opportunities.

Champion: Dr. Earl Ingram

Team Leader: Dr. Deb Gearhart

Team Members: Dr. James Rinehart, Dr. Robin Bynum, Dr. Maryjo Cochran, Dr. Damon Andrew, Dr. Judson Edwards, Mr. Greg Price, Mr. Ronnie Creel, Mr. Buddy Starling, and Ms. Donna Schubert

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).

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

Champion: Dr. Earl Ingram

Team Leader: Mr. Joseph Houghton

Team Members: Subcommittee of MEAC: Dr. Mike Whitlock, Dr. Chris Burge, Dr. Louis Fletcher, Dr. David White, Ms. Carol Ballard, Mr. Ray White, Dr. Don Jeffrey, Mr. Robert Allen, Mr. Michael Craig, Ms. Brenda Johns, Mr. Dan Tennimon, Mr. Buddy Starling, and Ms. Donna Schubert

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).

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.

Champion: Mr. Ray White

Team Leader: Mr. Ray White

Team Members: Dr. Damon Andrew, Dr. Pamela Arrington, Dr. Maryjo Cochran, Mr. Michael Craig, Dr. Judson Edwards, Dr. Hal Fulmer, Dr. Deb Gearhart, Dr. Don Jeffrey, Mr. Buddy Starling, and Dr. David White

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.

1.5 Increase grants, contracts, and research productivity.

Champions: Dr. John Schmidt and Dr. Earl Ingram

Team Leaders: Ms. Judy Fulmer, Dr. Lee Vardaman, and Dr. Dianne Barron

Team Members: Dr. Damon Andrew, Dr. Judson Edwards, Dr. Maryjo Cochran, Dr. Hal Fulmer, Dr. Lance Tatum, Dr. Henry Stewart, and Ms. Eleanor Lee

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.

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

Champions: Dr. James Bookout and Dr. John Schmidt

Team Leader: Ms. Tara Donaldson

Team Members: Mr. Buddy Starling, Dr. Lance Tatum, and Dr. Mike Whitlock

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.

1.7 Successfully complete the Capital Campaign.

Champion: Dr. John Schmidt

Team Leaders: Dr. Jean Laliberte

Team Members: Mr. Steve Dennis, Mr. Harrel McKinney, Mrs. Claudine Nichols, Ms. Alicia Bookout, and Mr. Eric Mizelle

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.

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.

Champion: Dr. Earl Ingram

Team Leader: Dr. Deb Gearhart

Team Members: Dr. Hal Fulmer, Dr. Lance Tatum, Dr. Maryjo Cochran, Dr. Damon Andrew, Dr. Judson Edwards, and Dr. Lee Vardaman

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.

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

Champion: Dr. John Schmidt

Team Leader: Dr. Jean Laliberte

*Team Members: Faith Ward, David Marsh, Doug Mims, Bronda Barron, Maria Frigge, *Rudrani Basuthamkur, and *Elena Penjiyeba (*international students who work with CIBED)*

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 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.

Champion: Dr. Earl Ingram

Team Leader: Dr. Judson Edwards, Dean, SCOB

Team Members: Dr. Scott Beaulier, Director of Johnson Center; Courtney Purvis, Assistant Director, CIBED; Sandra Lucas, Director Small Business Development Center; Ed Kirkland, Economic Development Specialist, Dothan Campus; Dr. Mary Katherine Colley (Phenix City); and Dr. Scott Bailey, Global Campus

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.

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

Champion: Dr. James Bookout and Dr. John Dew

Team Leader: Ms. Tara Donaldson

Team Members: Dr. Toni Taylor, Mr. Sohail Agboatwala, and Mr. Herb Reeves

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.

1.12 Strengthen leadership development opportunities for students.

Champion: Dr. Earl Ingram

Team Leader: Dr. John Kline

Team Members: Dr. Hal Fulmer, Dr. John Dew, Dr. Amanda Diggs, Dr. Ivan Merritt.

Goals: 1.12.1. Double the number of students earning a minor in leadership by 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.

Champion: Dr. Earl Ingram

Team Leader: Ms. Eleanor Lee

Team Members: Dr. Fred Beatty, Dr. Alan Belsches, Dr. Tim Buckner, Dr. John Dew, Dr. Judy Dye, Mr. Michael Foster, Dr. Cherie Fretwell, Dr. Hal Fulmer, Dr. Deb Gearhart, Dr. Candice Howard-Shaughnessy, Mr. Mike Orlofsky, Dr. Marian Parker, Mr. Buddy Starling, Ms. Darlene Schmurr-Stewart, Dr. Henry Stewart, Freshman Forum President, Dr. Wayne Morris, Dr. Jonathan Harrington, Ms. Pam Allen, Dr. Annette Allen, Mr. Jonathan Cellon, SGA President, and student leaders representing IFC, Panhellenic Council, NPHC, ISCO, and Sigma Tau Delta English Honors Society

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.

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

Champion: Dr. Earl Ingram

Team Leaders: Dr. Lance Tatum and Dr. Judson Edwards

Team Members: Dr. Damon Andrew, Dr. Dianne Barron, Dr. Maryjo Cochran, Dr. John Dew, Dr. Hal Fulmer, and Dr. Kaye Sheridan

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).

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

Champion: Dr. Earl Ingram

Team Leader: Dr. Hal Fulmer

Team Members: Dr. Damon Andrew; Dr. Ken LaBrant; Dr. Bob Wheatley; Dr. Mary Ann Hooten; Dr. Amanda Diggs; Dr. Cliff Lee; and Mr. Buddy Starling

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.

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

Champion: Mr. Ray White

Team Leader: Mr. Charles Weaver

Team Members: Diversity Program Planning Committee appointed by the Chancellor: Dr. Sabrina Moten, Dr. John Irwin, Mr. Willie Freeman, Ms. Priscilla Washington, Dr. Toni Taylor, Mr. Dan Tennimon, Ms. Karen Morris, Dr. Robert Carlson, and Mr. Ron Portis

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 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.

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

Champion: Dr. Earl Ingram

Team Leader: Dr. Lee Vardaman

Team Members: Dr. Toni Taylor – HR; Dr. John Kline – Leadership Institute; Dr. Jeff Spurlock – CCFA; Dr. Candice Howard-Shaughnessy – CHHS; Dr. Hank Findley – SCOB; Dr. Pamela Arrington – COE; Dr. Bill Grantham - A&S; Ms. Angel Johnson – IT

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.

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

Champion: Dr. Earl Ingram

Team Leader: Dr. Hal Fulmer

Team Members: Dr. Curt Porter; Orlando Pacheco (Director, Study Abroad); Dr. Damon Andrew; Dr. Maryjo Cochran; Dr. Charlotte Minnick; Gordon Mosley; Mr. Sohail Agboatwala

Goals:

- 2.6.1. The Membership, in consultation with the Senior Vice Chancellor for Academic Affairs/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 Senior Vice Chancellor for Academic Affairs/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 Senior Vice Chancellor for Academic Affairs/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

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

Champions: Dr. James Bookout and Dr. John Dew

Team Leader: Mr. Greg Price

Team Members: Ms. Angel Johnson – IT; Steve McQueen – IT; Michael Peak – IT; John Lester – IT; Dr. Toni Taylor – HR; Donna Bragg – Student Records; Tara Donaldson – Accounting; Kim Shaver – eCampus; Kim McNabb – Finance; Ms. Brenda Campbell – Admissions; Dr. Lee Vardaman – Academics; Ms. Carol Supri Ballard – FA; Mr. Andy Ellis – Communications; Ms. Sandi Atkins – Athletics; Ms. Ursula Bryant – Purchasing; Hank Findley—Sorrell College of Business; Dianne Gossett – College of Education; Fred Beatty – Arts and Sciences; and Mike Lowell

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.

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

Champions: Dr. John Schmidt and Dr. Earl Ingram

Team Leader: Mr. Buddy Starling

Team Members: Enrollment Management Committee: Dr. Steve Ramroop, Ms. Priya Menon, Dr. Larry Hudack, Dr. D. Amponsah, Mr. Larry Percy, Dr. Mark Walker, Dr. Lelia Vaughn, Dr. Suzanne Tew-Washburn, Ms. Stacy Jones, Dr. Diane Weed, Dr. Hal Fulmer, Dr. Dianne Barron, Dr. Curt Porter, Ms. Vickie Miles, Ms. Carol Supri Ballard, Ms. Tamara Jones, Ms. Sandi Henry, Mr. Larry Hawkins, Mr. Jack Miller, and Mr. Robert Allen

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.

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

Champion: Dr. John Dew

Team Leader: Dr. John Dew

Team Members: Institutional Effectiveness Committee: Ms. Tracy L. Newvine, Dr. Tish Matuszek, Dr. Larry Blocher, Dr. Mary Ann Hooten, Dr. Candice Howard-Shaughnessy, Mr. Brian Webb, Ms. Holly Adams, Ms. Brenda Campbell, Mr. Sohail Agboatwala, Dr. Lance Tatum, Dr. Bill Grantham, Dr. Edith Smith, Dr. Deb Gearhart, Dr. Judy McCarley, Mr. Jack Miller, Dr. Bai Kang, Mr. Dan Tennimon, Ms. Kim Brinkley-Jones, Mr. Bill Belcher, Dr. Christina Martin, Mr. Roy Hudson, and Ms. Somer Givens

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.

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.

Champion: Dr. John Dew

Team Leader: Mr. Greg Price

Team Members: Dr. Dianne Barron, Dr. Hal Fulmer, Dr. Lynne Wiesman, Mr. Ronnie Creel, Dr. Damon Andrew, Dr. Judson Edwards (Sven Alterman to serve as representative), Dr. Lee Vardaman, Dr. Steve Padgett, Mr. Steve McQueen, Ms. Angel Johnson, Mr. Matt Mercer, Mr. John Lester, and Ms. Connie Tisdale

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

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

Champion: Dr. James Bookout

Team Leaders: Mr. Mark Salmon and Mr. Sohail Agboatwala

Team Members: Mr. Herb Reeves, Mr. Jade Anderson, Mr. Buddy Johnson, Mr. Ibrahim Yildirim, Mr. Tony Ferrante, Ms. Carol Ballard, Dr. Glenn Cohen, Dr. Michael Stewart, and Dr. Lee Vardaman

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.

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

Champion: Dr. Earl Ingram

Team Leader: Dr. Earl Ingram

Team Members: Dr. James Bookout, Dr. John Schmidt, Dr. John Dew, Dr. Damon Andrew, Dr. Maryjo Cochran, Dr. Judson Edwards, Dr. Hal Fulmer, Dr. Lance Tatum, Dr. Don Jeffrey, Dr. Lee Vardaman, Dr. David White, and Mr. Ray White

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.

3.4 Pursue renovation and construction opportunities.

Champion: Dr. James Bookout

Team Leader: Mr. Mark Salmon

Team Members: Mr. Herb Reeves, Mr. Ray White, Dr. Jean Laliberte, Mr. Tony Ferrante, and Dr. Ken Deavers

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.

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

Champions: Dr. John Schmidt and Dr. Earl Ingram

Team Leader: Dr. Don Jeffrey

Team Members: Mr. Ray White, Dr. David White, Dr. Judson Edwards, Mr. Bob Willis, Dr. Jean Laliberte, Dr. Kristen Koehler, Ms. Faith Ward, Ms. Kathy Ninas, Ms. Gayla White, and the Chairs of Community Advisory Boards: Mr. Davis Malone (Dothan) and Mr. Russ Tyner (Montgomery) – each will communicate through his appropriate campus Vice Chancellor

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 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.

Champions: Dr. John Schmidt and Dr. Earl Ingram

Team Leader: Ms. Donna Schubert

Team Members: Dr. Maryjo Cochran, Ms. Sandy Atkins, Mr. Buddy Johnson, Mr. Tom Davis, Mr. Ricky Hazel, Mr. Chip Dillard, Dr. Hal Fulmer, Mr. Clif Lusk, and Ms. Jane Martin

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

3.7 Establish a comprehensive University Archival Program.

Champion: Dr. Earl Ingram

Team Leader: Dr. Henry Stewart

Team Members: Dr. Martin Olliff, Dr. Elizabeth Blum, Ms. Debbie West, and Ms. Sherry AliFarhani

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.

*An archive is a collection of historical records, as well as the place they are located. Archives contain primary source documents that have accumulated over the course of an individual or organization's lifetime.

3.8 Pursue opportunities to enhance the quality of athletic programs.

Champion: Mr. Steve Dennis

Team Leaders: Mr. Steve Dennis and Ms. Sandy Atkins

Team Members: Faculty Athletics Director

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.