

TROY

UNIVERSITY

Fulfilling the Promise: The Strategic Plan for 2010 - 2015

*Annual Report
Covering October 2010 - September, 2011*

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 is the first yearly summary report of the Troy University 2010-2015 Strategic Plan: “Fulfilling the Promise”. Much progress has been made the first year of the Strategic Plan with all 29 Objectives under the 3 Initiatives being started the first year. Overall, there are 130 Goals under the 29 Objectives and one Objective (Objective 1.1) has been completed this first year. Overall, 20% of the Goals have been completed with 62% of them being worked. Approximately 15% of the Goals have not been started but almost all of these are sequential, depending on completion of other Goals or having specific later start dates. Approximately 3% of the Goals have circumstances that have prevented work on them to move forward. In almost all cases this was due to the state of the economy and subsequent hiring freezes that prevented the necessary staffing or hiring to move forward with the Goals.

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.

Troy University’s academics division continues to make strong progress toward the completion of this objective. Deans have brought forward a variety of new majors, minors, and concentrations at both the undergraduate and graduate levels. Many of these have already been approved by the Alabama Commission on Higher Education as well as SACS-COC. Many others are in various stages of approval, including a number of proposals which are on the 2012 agendas at ACHE. Several other programs are in active stages of development. In general, the expansion of academic programs is active and dynamic. The assessment of program viability has been less active but continues, college by college, led by the deans. In some instances, such as Anthropology and Economics, new majors are replacing existing concentrations.

1.2 Increase student access to more online program opportunities.

During this reporting period, the team leader 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 added 16 new online degree programs through Fall 2012 with other programs and concentrations coming forward.

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

The year has been productive. Work has progressed as expected on each of the goals below and we are now entering the start of the period during which we will begin to measure the impact of our efforts. The military tracking component of Datatel has been beta tested and has now been incorporated into the registration process, new marketing collaterals have been produced and are being rolled out, new programs / options have been added to our relationships with military branches and additional programs are migrating to eTROY broadening our portfolio of online options which are becoming more and more attractive to our military students.

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.

Troy connections with the Alabama was established to explore creative options for providing more program offerings for National Guard units and a “Campus Connection at Prattville, Alabama. This slow progress is due to budget reductions and personnel hiring freezes. However, the last two goals, 1.4.4 and 1.4.5 are progressing very well. New programs have been added at all Alabama campuses.

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.

The tuition and fee rate comparison for the 2010-2011 academic year was prepared and submitted to Dr. Jim Bookout, Senior Vice Chancellor for Finance & Business Affairs in March 2011 as consideration for the FY 2012 operating budget. The analysis was update as peers announced tuition increases. This analysis along with other factors such as budget request, projected credit hour production, mandatory cost increases and state funding were considered. This analysis was used to support the need for the tuition and fee rate increase for Fall 2011 (see attached Board of Trustees presentation).

1.7 Successfully complete the Capital Campaign.

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.

1.8 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.

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.

1.10 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.

Seven students earned a minor in Leadership Studies during 2009. Eight students earned a minor in Leadership Studies during 2010. We believe approximately 18 will earn the minor in 2011. Based on the number of students enrolled in LDR 2200 (the true entry point for LDR minors, that number will continue to grow. Here are the numbers of those completing LDR2200.

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

The QEP is mid-way through its five-year cycle as a focused activity to engage faculty, staff and students in creating a culture of reading at Troy University. Considerable progress in launching and sustaining the QEP has been achieved.

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.

Some progress has been made with regard to the Honors Program. Of special note is the emerging relationship between the UHP and the University’s Leadership Program (currently offered as a Leadership Studies minor).

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

The goals in this specific strategic plan are just getting started. For goal 2.4.1, queries were developed to review minority students to determine the demographics by locations, as well as determine retention rates for minorities. Upon reviewing this query, it was determined that retention rates for minorities for 2010/2011 were better than for non-minorities (40% non-retention for Blacks vs 44% non-retention for Whites). Goal 2.4.2 was completed by the Chancellor’s Cabinet approving ePolicy 601, requiring minorities to be part of each search committee for faculty and professional staff positions. The other objectives have been discussed, but not yet started with any degree of significance.

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

Human Resources completed development of their online orientation program. A change was made in the faculty orientation program from a university wide program to programs delivered by each college. In addition, work was done to further expand IT training offerings, but hands-on programs will be limited without additional funding. No further progress was made in the development of leadership/management training or developmental opportunities for faculty due to a lack of funds and the vacancy of the QEI position.

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

Faculty continued their active engagement in study abroad programs with Troy University students. In addition to trips to Europe and South America, there were ongoing programs such as the Spanish language and culture activities held in Costa Rica. Efforts are underway to establish longer study abroad programs (semester-length) in such locations as Germany. Germany's DAAD financed student travel planned for 2012. Troy University archaeology students were members of the Leon Levy Expedition at Ashkelon for the third year and the University has now been invited to serve as an Expedition consortium member, joining Harvard University, Wheaton College and Boston College. The two major issues facing study abroad activities are: 1) number of student participants per travel program (often less than 10) and costs for student participation (often in excess of \$3000 per trip). Both of these issues are being actively discussed through various committees and work groups in Academic Affairs.

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

A full-scale plan was developed January 2011. Though, deployment will be an ongoing process, which will be completed as each form is deployed. The progression of the project will depend heavily on the funding based on the 2.7 Pro Forma.

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.

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

The goals for the objective were created; a work team was established within the IT unit. The IT work team devised a plan. The plan has been put in movement and the review phase has been completed.

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.

An organizational meeting was held and guidelines developed for reporting. An analysis was conducted of growth needs for the next two years within each college and campus. The analysis was divided into two segments: personnel and facilities.

3.4 Pursue renovation and construction opportunities.

Processes were successfully reviewed and updates have been documented. Currently working to finalize an instrument to effectively measure student satisfaction. Working to finalize a format to measure cycle time to measure performance.

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

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.

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

In 2011, positive progress has been made toward all components of Objective 3.6, and two subcomponents have been successfully completed. Successes include new TrojanVision presence in Dothan and surrounding areas; new TrojanVision programming and promotion of programming; increased availability of streaming video and video on demand; new television coverage of Dothan commencement; improved technology infrastructure in multiple areas; preparation of a media training modules; and completion of significant benchmarking efforts.

3.7 Establish a comprehensive University Archival Program.

The University did not receive the grant from NARHA. We will have to decided whether to try for another grant or not and under which program. Since a freeze on positions continues the goal of hiring a University Archivist by October 1, 2011 did not occur. We continue to discuss the need for operational and managerial parameters for the University Archives as well as basic manuals for operations.

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 assembles 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.

1.1 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.

Troy University's academics division continues to make strong progress toward the completion of this objective. Deans have brought forward a variety of new majors, minors, and concentrations at both the undergraduate and graduate levels. Many of these have already been approved by the Alabama Commission on Higher Education as well as SACS-COC. Many others are in various stages of approval, including a number of proposals which are on the 2012 agendas at ACHE. Several other programs are in active stages of development. In general, the expansion of academic programs is active and dynamic. The assessment of program viability has been less active but continues, college by college, led by the deans. In some instances, such as Anthropology and Economics, new majors are replacing existing concentrations.

- 1.1.1. Troy University "programs and concentrations" will be expanded each academic year beginning in AY 2010-2011 by three (3).

Green. *This goal has been met in 2010-2011 and again in 2011-2012. For 2011-12, the new undergraduate programs include a BFA in Dance, a BS/BA in Anthropology, a BS/BA in Sociology for the Troy Campus, a concentration in Public History, a BS in Economics, a minor in Economics, a minor in Cybersecurity and a BS in Health Education among several others. New graduate offerings include programs in taxation, management and sport and fitness management.*

- 1.1.2. Troy University "programs and concentrations" will be reduced or consolidated each academic year beginning in AY 2010-2011 by one (1).

Green. *This goal has been met in both AY 2010-11 and 2011-12. For the current academic year, the History concentration in Civil Rights (offered only at the Montgomery Campus) has been discontinued. With the approval of the BA/BS in Anthropology, the Anthropology concentration within the Social Science undergraduate major will be discontinued.*

- 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 and Provost and reviewed by various University committees at his direction.

Green. *This goal at the college levels under the leadership of the respective deans who have used varying methods to determine program needs. Work, at the deans' level, continues on this goal to refine the process.*

- 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 this Objective Team in consultation with the Senior Vice Chancellor for Academic Affairs and Provost and reviewed by various University committees at his direction.

Green. *This goal at the college levels under the leadership of the respective deans who have used varying methods to determine program viability. Work, at the deans' level, continues on this goal to refine the process.*

1.2 Increase student access to more online program opportunities.

- 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.

Yellow. *This goal is basically met though it is not in the form of a formal plan. The one piece not fully integrated into the Colleges is an academic structure for Global Campus which is largely comprised of the online program offerings. Although the original goal had a date, this will be an ongoing process through the life of the strategic plan. Curriculum is always reviewed and updated. Along with those changes and additions, the units of eTROY will continually include the Colleges, as done now, in instructional design, scheduling, assessment and quality assurance.*

- 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).

Yellow. *Market analysis was not completed for each new program although the team leader does do environmental scanning on line programs on a regular basis through venues such as Eduventures and WCET. The team leader was not involved in the planning process for some of the additional programs and knew of additions only by way of attending the Annual Strategic Planning meeting in July. Pro formas have not been completed on the additional programs. However, the addition of 16 new online degree programs through Fall 2012 with other programs and concentrations coming forward is an outstanding effort for the first year of implementation.*

- 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).

Yellow. *Three technologies have been implemented or are being implemented this year: the Starfish retention system, Mobile apps, and expansion in the use of AskTROY through IntelliResponse. In addition, the use of Parature for support with Educational Technology and Instructional Design was implemented.*

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

The past 3 months have been productive. Work has progressed as expected on each of the goals below and we are now entering the start of the period during which we will begin to measure the impact of our efforts. The military tracking component of Datatel has been beta tested and has now been incorporated into the registration process, new marketing collaterals have been produced and are being rolled out, new programs / options have been added to our relationships with military branches and additional programs are migrating to eTROY broadening our portfolio of online options which are becoming more and more attractive to our military students.

From an annual perspective, the year has been marked by positive steps forward; our military students were surveyed in the Fall of 2010 and survey results lead to work on new academic policies, the opening of discussions on military student networking vehicles and the inclusion of information relating to our military culture as part of the new staff and faculty orientation program. Our military web pages (both internal and external) have been expanded and improved and our exposure to the military market has been further expanded by our inclusion as a Military Friendly institution in GI Jobs, Military Advanced Education and the Military Times Edge.

- 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.

Green.

- 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.

Yellow. *A new policy regarding interruptions in study for military reasons has been written and is moving through the approval process; additional programs are moving to online delivery broadening options for our military students; new marketing collaterals have been developed and are awaiting approval; new promotional campaigns focused on the military student are being developed; new pricing for our military students at Global Campus locations has been approved.*

Additional initiatives both internal and external to the university are being developed.

From a product perspective, 9 new ratings have been added to the Navy Distance Learning Partnership; one new bachelor degree program is being added to the Air Force's AU ABC program; 3 associate degree programs have been approved for inclusion in the Army Enlisted Degree initiative.

Pricing for AY 2011-12 has remained at 2010-2011 levels and remain competitive within the military education arena.

- 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.

Yellow. *The baseline number has been established at 6,444 based on self reporting by our military students for Term 2 / Fall 2011. Targets for recruiting and retention are being agreed to yield the desired growth objective by the end of the 5 year plan.*

- 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.

Yellow. *A new direct mail campaign was launched in early October 2011; new print advertising is appearing in military focused publications; the University is being represented at a series of Recruit Military Fairs taking place around the country; a heavy emphasis is being placed on recruiting in the emerging new model for Global Campus.*

Simultaneously, new faculty and staff are being introduced to our military culture and commitment during orientation and a vehicle for military student peer networking is being developed.

It is anticipated that through new advertising and marketing initiatives that enrollment growth will be initiated and that through making positive additions to the student experience for our enrolled military students that a corresponding improvement in retention and graduation will be enjoyed.

- 1.3.5. Monitor impact, progress and introduce corrective and / or new measures as needed, throughout the remaining period of the plan.

White.

- 1.3.6. Provide regular progress status updates to members of the University's Military Education Advisory Committee (M.E.A.C).

Yellow. *The first MEAC update briefing was held in April 2011; the second briefing was held on October 19, 2011.*

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.

This strategic objective is progressing a little slower as far as establishing Troy connections with the Alabama was established to explore creative options for providing more program offerings for National Guard units and a “Campus Connection at Prattville, Alabama, This slow progress is due to budget reductions and personnel hiring freezes. However, the last two goals, 1.4.4 and 1.4.5 are progressing very well. New programs have been added at all Alabama campuses.

- 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.

Yellow. *On June 6, 2011, I sent Mayor Gillespie and The Prattville Chamber of Commerce President, Jeremy Arthur TROY’s space requirements along with a general description of services to be in the space. On June 15, 2011, Mayor Gillespie said he would respond as soon as he reviewed the requirements with his staff and as soon as he possibly could do so. Without the help of the City of Prattville, it will be cost prohibitive to establish a Troy “Campus Connection” in the City of Prattville because the initial set-up costs will be nearly \$300,000.*

- 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.

Yellow. *Coordination is underway by the Troy University Phenix City National Guard Coordinator with the Army National Guard State Headquarters to establish an approved visitation schedule. No other contacts have been made yet to establish Troy connections. This will require additional staff to go to the Guard units on weekends, and currently Troy is under a hiring freeze. We will delay this goal until the hiring freeze is lifted.*

- 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.

White. *This goal has not yet started; however, the team leader has been communicating with the President of Trenholm regarding their approval by SACS for them to become a Community College. This was scheduled to be voted on by SACS and approved or disapproved in December 2011. However, the Trenholm president stated that it will now be delayed until spring 2012. Follow-up will be initiated based on the SACS outcome.*

- 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.

Yellow. *The Bachelors of Science in Criminal Justice was added at Phenix City beginning Academic Year 2010/2011. A proposal is being developed to offer a new program at Phenix City that blends Hospitality Management with Sports Management in anticipation of the new whitewater opportunities.*

- 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.

Yellow. *New Programs were added on the Alabama Campuses for Academic Year 2010/2011 as follows:*

Troy Campus: - *MS in Sport and Fitness Management w/Concentration in Coaching (online; dependent on hiring more full-time faculty)*

- *MS in Computer Science*
- *BS in Health Education*
- *Teacher Certification in Theatre*

Dothan Campus: - *RN to BSN Program*

- *BS in Social Work*
- *BS in Human Services*
- *BS in Rehabilitation*
- *Masters in Taxation (VTC from Montgomery)*
- *MBA with Finance Option*
- *Redesigned EDS in Instructional Leadership*
- *MS in Education -- Teacher Leader*

Phenix City Campus

- *BS in Criminal Justice*
- *MS in Taxation (VTC from Montgomery Campus)*
- *BS in Business Administration with major in Risk Management*
- *BS in Education with concentration in Early Childhood Education (Fall 2011)*

Montgomery Campus

- *MS in Taxation (VTC origination and available to all AL. campuses)*
- *Minor in Leadership Studies*
- *BS in Applied Computer Science*

1.5 Increase grants, contracts, and research productivity.

There are three core initiatives that comprise S.O. 1.5.: The University will work to increase: grant and contract productivity for faculty and staff; increase research productivity for faculty; work to ensure research opportunities for students.

Grant and contract productivity is progressing through manager training, faculty workshops and enhanced website information availability. Additional staff is needed to continue to provide the caliber of support required by a deadline driven office. The Office of Sponsored Programs is committed to increase competitive proposal submissions by 10% from base year 2010-2011 to 2015.

Faculty research productivity was captured across the University in a standardized manner for the first time during AY 2010-2011 through the implementation and utilization of Digital Measures. This software program allowed for a more inclusive and complete identification of the intellectual contributions of all faculty members. The standardization of the collection of intellectual and creative activities by faculty has supported more comprehensive information collection and greater accuracy in the reporting of all intellectual activities. To date, 569 full-time faculty members, out of 576 full-time faculty teaching during AY 2010-2011 have reported their intellectual activities.

The number of faculty applying for internal research grants has increased from 17 to 83 in one academic year, exceeding the goal set for 2014-2015.

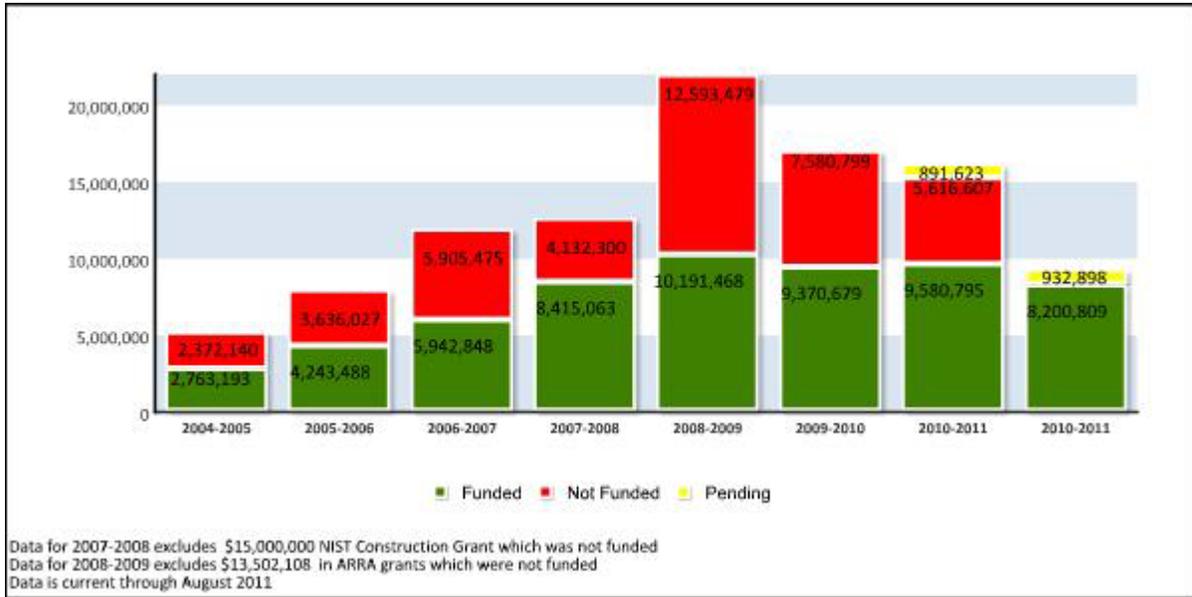
Student research productivity was collected via an online faculty survey for AY 2010-2011. Each faculty member was asked to self-report student research projects/initiatives that exceeded the requirements of a course and were presented external to the course. The results revealed the full-time faculty estimated 828 student research projects were presented in AY 2010-2011. Faculty engagement of students in research is increasing; however presently there is no consistent way to capture student research at this time. The dollar amount of research funding, while still very small, has doubled during this reporting year. Fewer theses were completed this past academic year as a result of the thesis no longer being required for all Education Specialist degrees and fewer students in the Education Specialist programs. A common reporting system is needed in collecting student research activities, opportunities and productivity across the University.

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.
 - **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>

- 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.

- **Green** – 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 year; however, final numbers from 2010-2011 suggest that submissions will be slightly below but comparable to last year's numbers. Most importantly, **competitive dollars secured** succeeded exceeded last year's numbers.

Faculty load continues to be 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 will be calculated at August 30, 2011 once all proposals have received notification of funding status.

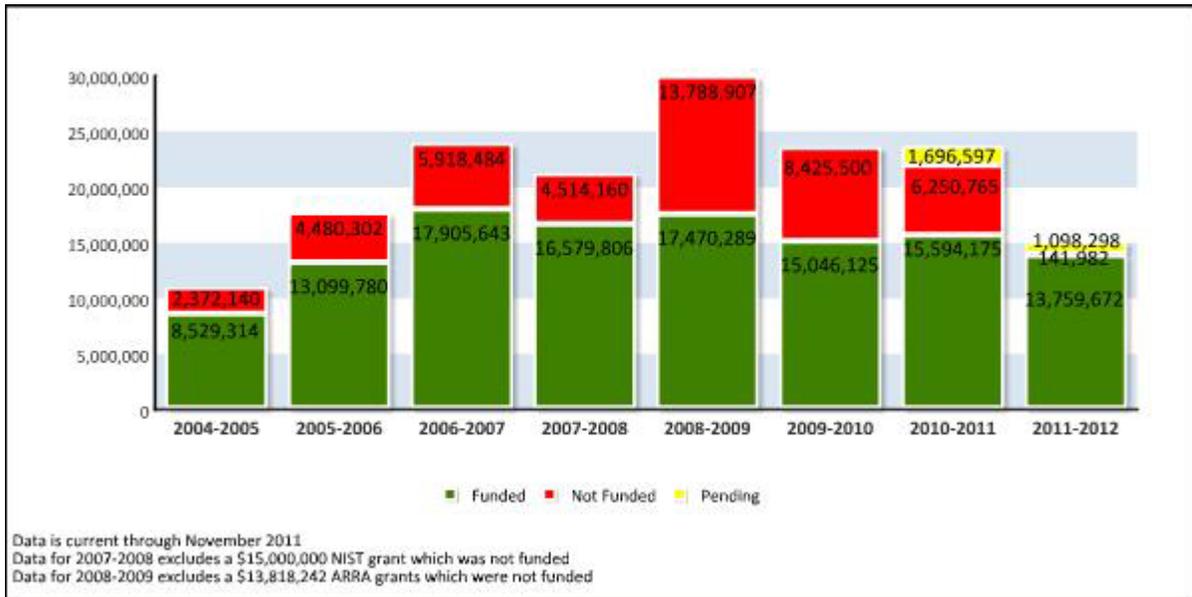
- **Green** - Faculty webcast and training are offered to faculty and staff writers throughout the global university.

Fiscal Year	# Workshops & Training
2005-2006	4
2006-2007	13
2007-2008	26
2008-2009	30
2009-2010	50
2010-2011	89
2011-2012	14

Fiscal Year	Individual Faculty Briefings
2009-2010	61
2010-2011	12
2011-2012	16

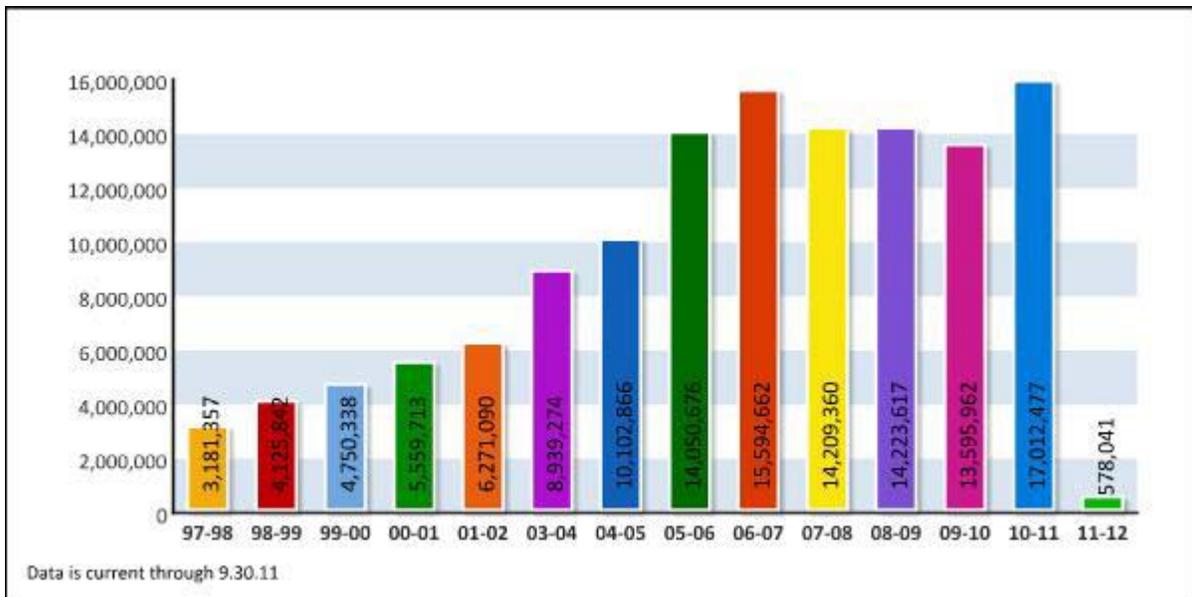
- C. Increase Sponsored Program staff and resources to accommodate growth of sponsored program activity, including full-time positions in both pre-award and post-award areas.
- **Red** – *Sponsored Programs continues to meet the increasing demands of a rapidly expanding operation with a skeletal staff. OSP is supported by two full time professional staff members with one full time support staff member. Two workshop positions are approved and filled. Additional staff is needed to continue to provide the caliber of support required by a deadline driven office. A funding plan for increasing staff will be presented to the Senior Vice Chancellor for Advancement & External Relations in January 2012.*
- 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.
- **Green** – *summaries of sponsored program activity, revenue and indirect cost are listed below:*

- **Sponsored Program Activity**



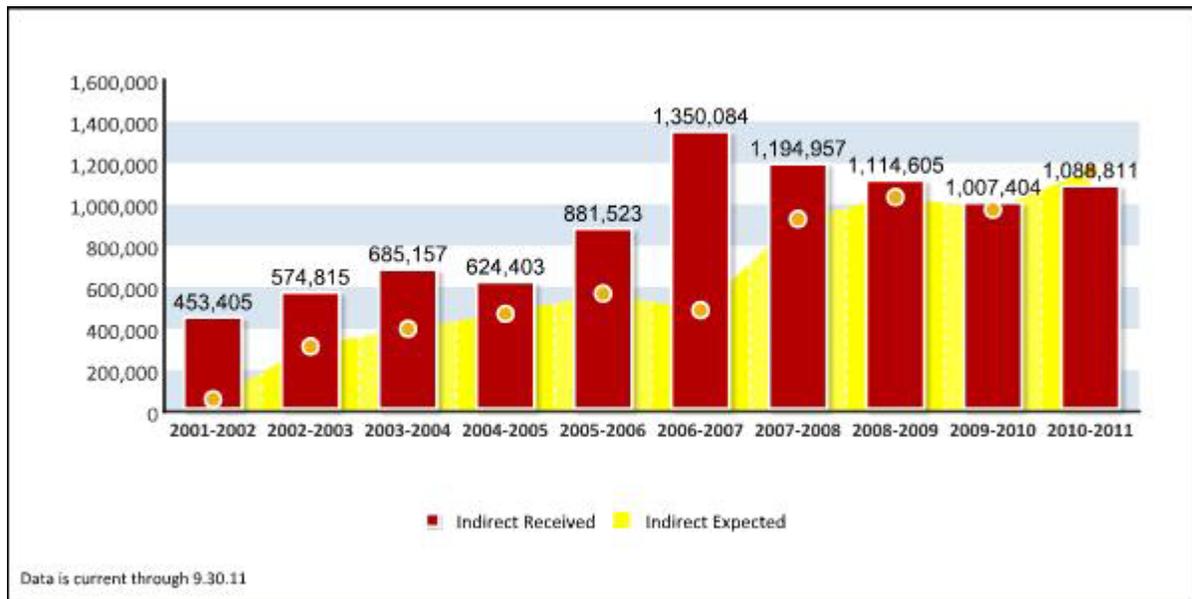
Overall sponsored program activity slightly *exceeded* last year's numbers.

- **Revenue**



Revenue secured for 10-11 *exceeded* current year revenue by \$3.4 million. This sharp increase in increased revenue can be partially attributed to a change in the recording of revenue by sponsored program accounting.

- **Indirect Cost**

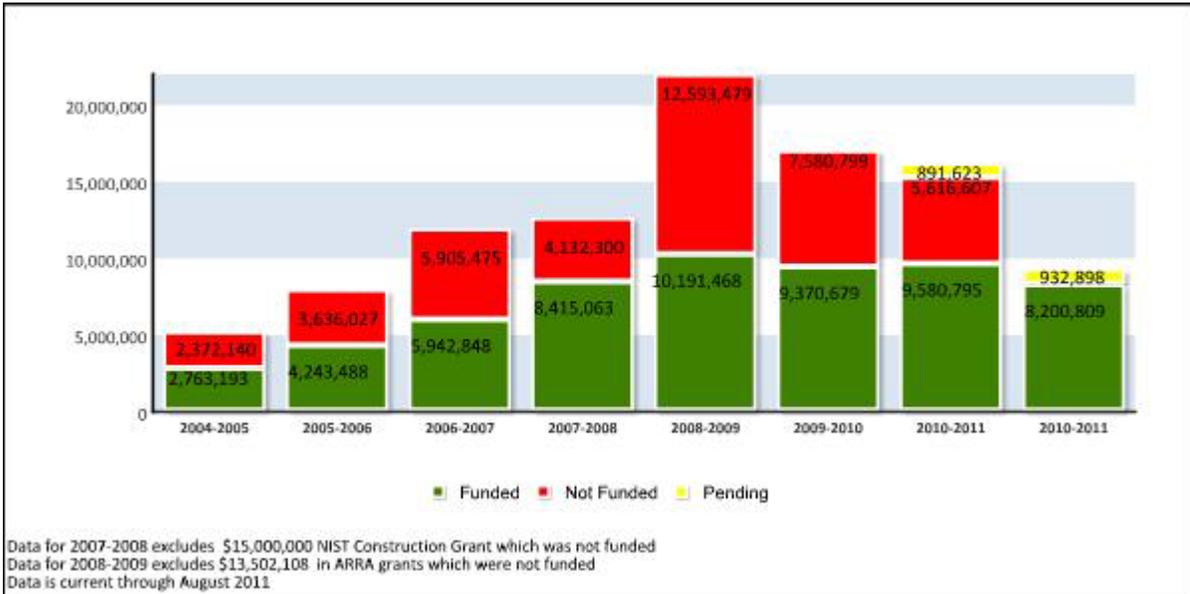


Indirect secured for 10-11 exceeded indirect secured for the previous year.

- 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%.

- *Competitive proposal summary -- 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.*

- **Competitive Proposal Summary**



1.5.2. The University will work to increase research productivity for faculty as measured in SACS 3.3.1.4.

- **Yellow** – *Faculty intellectual contribution and scholarly activity report* – A University goal was set for AY 2014-15 of 8.0 projects per faculty member. Faculty research activities were assessed according to the number of research projects per faculty member for the last three years: AY 2008-09 – 6.8 projects, AY 2009-10 – 7.3 projects. These numbers were self reported by faculty via an online survey. Not all faculty teaching during this period elected to participate in the annual survey, yet those who did were engaged in research activities. In AY 2010 a common faculty reporting system for intellectual activities was initiated. The first year of standardized reporting through the use of Digital Measures engaged 99% of the full-time faculty teaching in AY 2010-2011. The 569 faculty members participating reported an average of three projects per faculty member over a three year period. Progress is being made in the ability to capture and report faculty intellectual contributions, scholarship and research across the University. Unfortunately, the larger numbers of faculty reporting data has decreased the relative productivity, per faculty member. The selected goal of an average of eight intellectual contributions, scholarly activities and projects reported per faculty member may need to be reassessed in July 2012, upon the completion of two annual reporting cycles. Achieving the goal of faculty producing an average of eight scholarship projects between AY 2010-2011 and AY 2014-2015 may need to be reconsidered.

- **Green** - *A University-wide common reporting system (Digital Measures) has been adopted and fully implemented during AY 2010-2011. The faculty was asked to enter all research, scholarly activity, service and teaching data for the last two to three years. Approximately 99% of the full-time faculty has completed entering their vitae information at this time. Total participating faculty is 569 of the 576 full-time faculty teaching in AY 2010-2011. Reporting faculty research activity has been much easier and increasingly more accurate with higher percentages of faculty participation with the addition of Digital Measures.*
- **Green** - *Increase the number of faculty seeking internal research grants – Faculty continue to make progress toward meeting the annual internal grant request goal for 2014-15. A goal was set for AY 2014-15 for 30 faculty members to seek internal research grants. Faculty research activities were assessed according to the number of faculty seeking internal research grants for the last three years: AY 2008-09 – 21 faculty members submitted internal research requests, AY 2009-2010 – 17 faculty members submitted internal requests and AY 2010-2011 – 83 faculty members submitted internal requests. The anticipated goal for 2014-2015 is to have 30 faculty members submit internal research grant requests. Presently the goal has been achieved.*
- **Yellow** - *Colleges are encouraged to establish annual research productivity goals for faculty – The College of Health and Human Services has established a college research council and has begun setting college standards and collaboration to increase faculty research.*

1.5.3 The University will work to ensure research opportunities for students as measured in SACS

3.3.1.4

- **Yellow** - *Ensure student research - Student research productivity was collected via an online faculty survey for AY 2010-2011. Each faculty member was asked to self-report student research projects/initiatives that exceeded the requirements of a course and were presented external to the course. The results revealed 149 full-time faculty responded to the survey (Arts and Sciences – 51; Communication and Fine Arts – 19; Education 28; Health and human Services – 15; Business – 36). Faculty reported 828 student research/presentations/creative projects were presented in AY 2010-2011. Faculty reported 490 undergraduate student projects and 338 graduate student projects. Faculty engagement of students in research is increasing; however currently there is no consistent way to capture student research productivity at this time.*
- **Green** - *Increase 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 and AY 2010-11 – 3 projects pending for \$3,975. Deans are working with faculty to encourage greater student research within courses and application for external student grant funding for research. The dollar amount of research funding, while still very small, has doubled during this reporting year.*
- **Yellow** - *Student thesis projects will be reported as a parameter for student research activities – students produced 157 theses in AY 2009-2010 and 10 theses in AY 2010-2011. The decline in thesis work is due to the reduced numbers of students enrolled in Education Specialist programs and the addition of a non-thesis option.*

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

The tuition and fee rate comparison for the 2010-2011 academic year was prepared and submitted to Dr. Jim Bookout, Senior Vice Chancellor for Finance & Business Affairs in March 2011 as consideration for the FY 2012 operating budget. The analysis was update as peers announced tuition increases. This analysis along with other factors such as budget request, projected credit hour production, mandatory cost increases and state funding were considered. This analysis was used to support the need for the tuition and fee rate increase for Fall 2011 (see attached Board of Trustees presentation).

- 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.

Yellow. *The tuition and rate structure comparison for the 2010-2011 academic year was prepared and submitted to Dr. Bookout. Dr. Bookout shared this analysis with Dr. Hawkins as a part of 2012 operating budget review. This comparison along with the full analysis for the operating budget was presented and approved by the Board of Trustees on July 22, 2011. The analysis can be found on slide 30 of the presentation to the Board included in a separate attachment. This analysis will be done on an annual basis so the status will be ongoing for duration of the strategic plan.*

- 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.

Yellow. *After analyzing the 2012 budget requests, state funding levels and mandatory cost increases for health insurance and other employee benefits, Dr. Bookout proposed a tuition and fee rate increase to Dr. Hawkins to balance the operating budget. Once approved by Dr. Hawkins, this proposed rate increase along with the operating budget for FY 2012 was approved by the Board of Trustees Finance Committee and the full Board of Trustees. The full presentation to the Board is included as a separate attachment. This process will be repeated on an annual basis and the status will be listed as ongoing for the duration of the strategic plan.*

- 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.

White. *This goal was not scheduled to start as of the reporting date.*

1.7 Successfully complete the Capital Campaign.

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).

Yellow. *As of December 21, 2010 we surpassed our first milestone of \$125 million; however, we are still working on achieving the Development Goal of \$62.25 million. As of September 30, 2011 we are at \$57,249,600 and believe we are on track to reach our goal by year's end. The overall total as of September is \$144,191,594.*

- 1.7.2. Contact all those interviewed for the Feasibility Study who have not yet made a gift.

Yellow. *In progress – we have completed about 95% of this goal. Some of the individuals interviewed are no longer available to us, but we will talk with those who have taken their positions.*

- 1.7.3. Make asks of all Board Members (Trustees, Foundation and Alumni Boards) who have not yet made a gift.

Yellow. *All but the very newest Board Members have been asked for gifts; most have given something during this Capital Campaign. Those who have not given are currently being solicited.*

- 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.

Yellow. *As of June 30, 2011, we are at approximately \$320,121 toward this year's goal of \$600,000 (53% of our goal).*

- 1.7.5. Add at least \$2 million dollars in planned gifts each year for the next five years.

Green. *As of September 30, 2011, we have added approximately \$2.8 million in planned gifts toward our goal of \$2 million – or we have achieved 139% of our goal.*

- 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).

Yellow. *We have raised approximately \$5.7 million toward our goal as of September 30 – or 45.5% of our goal.*

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- 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.

Green. *From January 1 –September 30, 2011, Athletics has raised approximately \$719,855 or about 132% of their goal for the year.*

- 1.7.8. Launch the public phase of the Campaign with a celebratory event in February 2012.

Yellow. *A committee has been in place for over 10 months who are planning this event, which will coincide with the 125th Birthday Celebration for TROY.*

- 1.7.9. Complete the Campaign with a celebratory event sometime before Fall 2015.

White. *A committee will be established approximately one year ahead of time to plan this event.*

1.8 Establish a TROY Professional Development Institute.

- 1.8.1. Develop an organizational structure to consolidate all professional development and continuing education functions in Troy University into the TROY Professional Development Institute with a Director and support staff by August 2011.

Red. *With the hiring freeze in place no steps have been taken towards developing an organizational structure or pursuing a Director for the TROY Professional Development Institute*

- 1.8.2. Review market analysis, develop and deliver 10 viable programs a year, beginning in 2011-2012.

Yellow. *A goal has been established to look at developing certificate programs. Several potential programs have been suggested but no activity has been started to develop and deliver these programs.*

- 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.

White. *No action has been taken on this goal.*

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

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.

Red. Paid membership for the 2009-2010 year was 7427; the goal for 2010-2011 is 8912. As of September 30, we have 7508 paid members which is 84% of our goal.

- **Green.** We had 99 student alumni memberships in 2009-2010; the goal for 2010-2011 is 120. To date we have 60 new student members, bringing our total to 159 or 133% of our goal.
- **Yellow.** Maria Frigge in the International Programs Office is working with Alumni Affairs to put an international student alumni committee together. Three students have been given to me to start this group. We are also reaching out to the International Student Government Association segment of the SGA to join the committee. This will be a group of International students that will be selected each semester and be involved with SGA. The group will follow the format based on the Leadership Pike Program in Troy's community. Contact has been made with Barbara Patterson in regards to this and the students are being selected now for this group. Once the group has been formed we will use this group to gather ideas of how we can support current International students and International alumni. These students are being selected during the month of October and will meet during November. I have been in contact with a couple of the students selected by Maria Frigge and discussed issues they feel are important to the International Student Community.
- **Green.** Lifetime memberships numbered 419 in 2009-2010; our goal was to add at least 42 new lifetime members in 2010-2011. As of September 30, we have added 87 new lifetime members or approximately 110% of our goal.
- **Green.** In 2009-2010, we had 63 parent memberships; therefore, our goal for 2010-2011 is to have at least 69 parent memberships. This campaign is completely focused around impact and will take place May – August of this year. We have had 114 parent to join so far. We are at 165% of our goal.

- **Yellow.** We are currently working on chapters in Colorado Springs, North Carolina, Miami, Delta Chi will be chartered this fall during football season at Homecoming. The Fayetteville, NC chapter was chartered also.
- **Green.** We are currently working with several chapters: Chattahoochee Valley is working to rebuild by adding the Fort Benning site to their membership. We had an event in Mobile with Larry Blakeney, recruiting individuals in the area to reach out to alumni in the area to participate in the event as well as revitalizing the Southwest Alabama Chapter and its membership. Continuing to work with the South Georgia chapter to get back on its feet and continue to rebuild and grow. Working with Kappa Alpha Psi Chapter to bring their group back to active status. Revitalizing these chapters will put us at 100% of our goal for the year. Three of our chapters have successfully been revitalized, but will continue to need work.
- **Yellow.** Currently working with Global Campus to establish an alumni club in Ho Chi Minh City (Vietnam).

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.

Yellow. In 2009-2010, we had 5260 gifts from alumni Our goal for 2010-2011 is 5786. To date we have 6823 gifts or 117.9% of our goal.

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.
- **Red.** In 2010, 167 attended the Reunion Dinner; in 2011, 150 attended the dinner. However, the total who attended Spring Reunion activities increased significantly. We added a Delta Chi Reunion which attracted 150 alums, a T-Club meeting which attracted 50 and a donor recognition event which had 60 in attendance. The number attending the Scholarship Brunch went from 238 in 2010 to 250 in 2011. This objective will be measured differently in the coming year because the Reunion Dinner will be in conjunction with the 125th Celebration on February 11, 2011.
- **Yellow.** Several alumni are on the committee for the planning of the 2012 Celebration Event – which will include the 125th Birthday Celebration, the second TROY Shield Society induction and the public announcement of the capital campaign.

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.
 - **Green.** *Weekly usage of Facebook for alumni affairs events, notices, and announcements.*
 - **Green.** *There is a Facebook link on the Troy University website.*
 - **Green.** *A Twitter account has been established.*
 - **White.** *This goal has been established for 2012.*
 - **Green.** *The Alumni Magazine is located on the troy.edu website as well as being published.*

1.9.5. Develop and implement an alumni satisfaction survey each year.

Yellow. *We are currently using the IRPE survey on our website to meet this goal, but are in the process of developing our own survey. We continue to work on developing our own survey which will be ready December 1, 2011.*

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

- 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.

Yellow. *Activities continue in this objective. A key accomplishment was the hiring of a new CIBED Director, Mr. Wiley Blankenship in September 2011. A new office has been established in Montgomery and will serve as the base for a CIBED center of excellence..*

- 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.

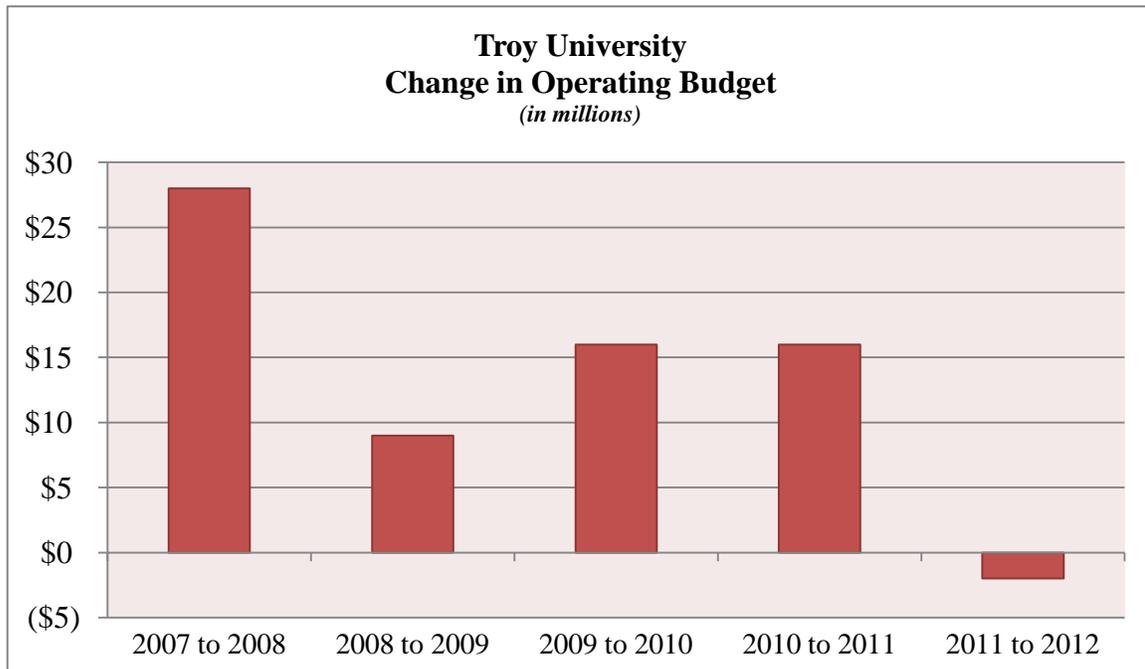
Yellow. *Though steps have been taken, the website still continues to be an issue for both the CIBED and Johnson Center. Without the flexibility to generate better material and layout, it lags in quality next to comparable centers. Until this is remedied, this continues to keep us at a strategic disadvantage. Progress has been made by partnering with the Confucius Institute in conducting courses on cross cultural business.*

- 1.10.3. Establish the Manuel H. Johnson Center for Political Economy and hire new director and supporting faculty by 2012.

Green. *The establishment of the Johnson Center for Political Economy is complete per the agreement. All required faculty and support staff are in place as of November 2011.*

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

The 2012 Operating Budget was reviewed and finalized. The budget instructions, training guide, preparation calendar and departmental comparison reports were released to all budget officers during February 2011. All departmental budget requests were due March 31, 2011. The review of budget requests by deans, directors and senior administrators took place during April 2011. Divisional budget requests were reviewed by Financial Affairs and cuts were negotiated where necessary. The cooperative effort between Financial Affairs and divisional leaders resulted in an overall reduction in the 2012 Operating Budget expense of \$1.9 million from the 2011 total. Historically, the University increases the operating expense budget annually as represented below:



The reduction in the overall budget from 2011 to 2012 is evidence of the concerted effort shown by all divisions to reduce cost and increase efficiencies. The final operating budget was presented to and approved by the Board of Trustees July 22, 2011. The FY 2012 budget took effect October 1, 2011. Monthly budget to actual results will be presented to Dr. Jim Bookout, Senior Vice Chancellor for Finance & Business Affairs, on a monthly basis. Purchases and budget amendments are reviewed on a daily basis to ensure funds are available and are appropriately used.

- 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.

Yellow. *The annual budget process provides the deans and administrators the opportunity to review their programs for cost reductions and to promote efficiencies. It also gives them the opportunity to prioritize funding for critical programs. The*

reduction in the overall budget from 2011 to 2012 is evidence of the concerted effort shown by all divisions to reduce cost and increase efficiencies. The final operating budget was presented to and approved by the Board of Trustees on July 22, 2011. Examples of cost saving activities and revenue generators can be found on slide 20 of the July 22, 2011 Board of Trustees financial report included as a separate attachment. This review is considered to be ongoing and will be a part of the annual budget process for the duration of the 2010-2015 Strategic Plan.

We continue to review the most effective way to analyze the centers of the university and to prioritize academic programs. This will be an ongoing effort between all divisions.

- 1.11.2. Establish a University-wide employee recognition program for achieving cost savings.

White. *This objective was not scheduled to begin by the date of this report.*

1.12 Strengthen leadership development opportunities for students.

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

Yellow. *Seven students earned a minor in Leadership Studies during 2009. Eight students earned a minor in Leadership Studies during 2010. We believe approximately 18 will earn the minor in 2011. Based on the number of students enrolled in LDR 2200 (the true entry point for LDR minors, that number will continue to grow. Here are the numbers of those completing LDR2200:*

- *28 in calendar year 2009 (most will graduate in 2011 or 2012*
- *32 in calendar year 2010 (most will graduate in 2012 or 2013*
- *60+ in calendar year 2011*
- *Expect continued growth in calendar year 2012*

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

The QEP is mid-way through its five-year cycle as a focused activity to engage faculty, staff and students in creating a culture of reading at Troy University. Considerable progress in launching and sustaining the QEP has been achieved. An initial consultant's report has been generated which offered strong support of the QEP, good praise and several areas for continued work. Two of the three major components of the QEP-the Common Reading Initiative and the College Reading Initiative-are in their third year and being sustained with good faculty and staff involvement. The CRI, in particular, has enjoyed high visibility and faculty/staff-student engagement as well as related film festivals and co-curricular related activities. The third component of the QEP-the Faculty Development Initiative-has had some activity but needs work and has suffered through two transitions: that of the retirement of the Dean of First Year Studies who also served as the QEP Director and that of the individual who had principle responsibilities for faculty development activities who left the University for another position. The Faculty Development component is a major priority for the new Dean of FYS/QEP Director in the second half of AY 2012. The University's collateral QEP activities, such as its partnership with the New York Times, has resulted in its selection as one of a small handful of universities serving as the members of the NYT First Year Studies Pilot Project in 20-11-2012. Overall, the QEP clearly enjoys strong support from the most senior levels of administration as well as strong participation by faculty and staff.

- 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.

Yellow. *Some progress was made in this area but there has not been a 20% increase in the number of group leaders for discussion sessions for the CRI in the August 2009-2011 time period. It is still possible that an overall growth of 30% may be achieved by August 2013. Clearly (as indicated by 2.1.5), there is involvement by faculty and staff in the QEP activities, both on the Troy Campus and on the other Troy University campuses. This goal will be an agenda item for the QEP Advisory Committee (formerly the QEP Implementation Committee) at its Spring 2012 meeting.*

- 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.

Yellow. *Progress continues with this goal. Courses in a variety of disciplines use the CRI selection, including (most typically) History, English, Art and Biology.*

- 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.

Yellow. *Progress continues with this goal. There is strong use of the COLRI in each of the respective colleges, led by the efforts of CCFA. There was not, however, uniformity across all colleges with a 10% increase in COLRI use for non-assigned COLRI classes. Additional efforts will be needed to reach the 30% total goal of involvement stated in 2.1.3 by August 2013. This goal may need to be revisited: if there is active COLRI use in each college which meets the QEP and SACS expectations, then seeking to involve additional classes which are not "pre-selected" may not be significantly important.*

- 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.

Red. *Little, if any, faculty development was completed in the Spring 2011-Fall 2011 time period for the QEP. This is due, in part, to the transition of QEP directors (and Dean of First Year Studies) in June 2011. Plans are already underway for QEP faculty development activities for Spring 2012 and there is good confidence that 2.1.4 will be met by 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.

Green *This goal has already been met. Over 25 faculty and staff annually lead CRI discussions prior to the start of fall classes. Dozens of faculty are using the New York Times, including 6 who participated in the NYT First Year Pilot project in Fall 2011. Dozens of faculty and staff are leading, and have led, the New York Times Talk sessions. Since 2009, almost 30 faculty have led discussions as part of CRI-related film festivals hosted by the CCFA. Several faculty each semester require additional readers centered on the theme of "a culture of reading" for their classes. A final total number of involved faculty and staff will be available for AY 2011-2012 in May 2012 but the goal of 100, cumulatively, has been met.*

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

2.2.1 SCOB Dean, in conjunction with Provost will create Action Plan with pro forma for AACSB accreditation (February 1, 2011).

Yellow. *The SCOB Dean has provided an update on the progress of the College's pursuit of AACSB to the senior leadership of the University at the July 2011 Leadership Retreat. Year one activity (2010-2011) includes cost estimate to move to AACSB (\$7-8 million), review of criteria and reorganization of curriculum within the business programs. In September 2011 the SCOB hired its AACSB consultant and completed the eligibility application for accounting and business programs. Both are currently under review by the consultant. The eligibility application will be submitted at the end of October 2011.*

2.2.2 Each Dean will conduct an inventory of accreditations in their respective college (September 1, 2011).

White. *No activity has begun on this objective.*

2.2.3 Team will conduct an assessment on need/viability of inventoried accreditations identified in the five colleges (September 1, 2012).

White. *No activity has begun on this objective.*

2.2.4 Team will conduct an assessment on what additional academic accreditations are needed in each college with pro forma (December 1, 2012).

White. *No activity has begun on this objective.*

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).

White. *No activity has begun on this objective.*

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

Some progress has been made with regard to the Honors Program. Of special note is the emerging relationship between the UHP and the University's Leadership Program (currently offered as a Leadership Studies minor). The number of new UHP students increased four-fold for the Fall 2011, a tribute to the hard work of the UHP director. The UHP offered Honors Public Speaking as a course for the first time in over a decade in the Fall Semester. On schedule for the Spring 2012 is an Honors Economics course. The UHP continues to need resolution in several key areas: 1) the Director is a full-time professor in Spanish, teaching overloads in that discipline; 2) the UHP has no staff support outside of a student worker; 3) there are limited UHP resources available as scholarships to students. In general, the UHP continues to serve as a vital part of the University's efforts at recruiting high quality traditional students to the Troy Campus.

- 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.

Yellow. *This goal was not met although progress was made and work continues. Failure to meet this objective by May 2012 should result in a coding of red for 2.3.1 and significant concerns about the overall achievement of 2.3 in the Strategic Plan.*

- 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.

Red *This goal was not met. Failure to resolve 2.3.2 by May 2012 will have an adverse effect on successfully achieving objective 2.3 in the Strategic Plan.*

- 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.

Yellow. *Progress has been made in this area and continues. New courses (such as Public Speaking and Economics) are being offered. Work continues in the development of honors courses at the major/discipline level.*

- 2.3.4. Identify and recommend specific marketing activities to support the University Honors Program no later than December 2012.

Yellow. *Some work has been completed in this area, including the efforts of the UHP director and the significant increase in UHP students for the Fall 2011.*

- 2.3.5. Implement the revised University Honors Program by August 2013.

White. *Contingent upon achievement of 2.3.1-2.3.4, especially 2.3.1 and 2.3.2.*

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

Work on this objective has been truly continuous at TROY for the past 28 years during the Desegregation Court Case. The Diversity Program Planning Committee has been active in attending several diversity summits each year. The goals in this specific strategic plan are just getting started. For goal 2.4.1, queries were developed to review minority students to determine the demographics by locations, as well as determine retention rates for minorities. Upon reviewing this query, it was determined that retention rates for minorities for 2010/2011 were better than for non-minorities (40% non-retention for Blacks vs 44% non-retention for Whites). Goal 2.4.2 was completed by the Chancellor's Cabinet approving ePolicy 601, requiring minorities to be part of each search committee for faculty and professional staff positions. The other objectives have been discussed, but not yet started with any degree of significance.

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.

Yellow. *Queries were run and evaluations completed to evaluate the demographics of students recruited and how these students are retained. The analysis revealed that Troy University is doing an excellent job recruiting new students, and the numbers of Black minorities and international minorities are well represented. However, the numbers of Hispanics lags considerably behind in both effort and numbers attracted. The senior leadership will be briefed on this issue and a recommendation made to focus recruiting efforts on this population of perspective students. The queries and analysis revealed that retention of minorities is above that of non-minorities (40% non-retention for Blacks vs 44% non-retention for Whites).*

- 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.

Green. *The Chancellor's Cabinet approved a policy change for ePolicy 601 to require minority representation on all search committees for faculty and professional staff 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.

White. *This goal planning has not yet begun.*

- 2.4.4. By October 31, 2012, plan and convene an annual system-wide event for staff & faculty to celebrate diversity throughout Troy University.

White. *This goal planning has not yet begun.*

- 2.4.5. By December 31, 2013, update and publish a revised Troy University Affirmative Actions Plan.

Yellow. *This goal planning has not yet begun. However, the Director of Human Resources has begun to evaluate the costs associated with developing this plan. She is comparing the costs to accomplish this plan with in-house resources versus out-sourcing the work.*

- 2.4.6. By October 31, 2014, plan and convene an annual system-wide event for students to celebrate diversity throughout Troy University.

White. *This goal planning has not yet begun.*

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

Human Resources completed development of their online orientation program. A change was made in the faculty orientation program from a university wide program to programs delivered by each college. In addition, work was done to further expand IT training offerings, but hands-on programs will be limited without additional funding. No further progress was made in the development of leadership/management training or developmental opportunities for faculty due to a lack of funds and the vacancy of the QEI position.

2.5.1. Develop faculty/staff orientation for all new employees - completed August 1, 2011.

Green. *Human Resources developed an online general orientation presentation, and the Academic Division developed a faculty orientation that was delivered by each college. This change was made to improve the orientation program without additional funding. The Academic Division developed a core set of orientation subjects, and each college used that information as the basis for developing its own orientation program. HR worked with various stakeholders to develop an online orientation that is available to all employees.*

2.5.2. Establish leadership/management training for all persons in leadership and/or management positions by August 1, 2013.

Yellow. *Planning for the initiative is complete. Funding is required to implement the training plan as the trainers require payment.*

2.5.3. Provide developmental opportunities for all faculty members by June 1, 2013.

Red. *With the departure of Dr. Iris Saltiel, the QEI is not currently 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 were posted to the University website, but new resources are not currently being developed.*

2.5.4. Increase IT training offerings 30% for all faculty and staff - completed October 1, 2011.

Green. *The goal of increasing IT training offerings by 30% has been accomplished. The implementation on new online training includes: [Word 2010](#), Excel 2010, PowerPoint 2010, Outlook 2011, What's New in Office 2010, EchoSign, [HR Harassment and Discrimination Prevention](#), Anti-Virus and Malware, Blackberry 101, Digital Measures, Document Imaging, Basic VPN and Datatel, IT Compliance, Identity Theft, Security Essential, and SOS/Emergency Alert. Expanding hands-on training will depend heavily on the funding needed per the Pro Forma. Planned hands-on training includes: [Word 2010](#), Excel 2010, PowerPoint 2010, Outlook 2011, What's New in Office 2010, EchoSign, [HR Harassment and Discrimination Prevention](#) (This will be hosted by HR), Entrinsik Reporting, Security Essentials, New Employee (This will be hosted by HR), Blackberry, iPad, and Web UI.*

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

Faculty continued their active engagement in study abroad programs with Troy University students. In addition to trips to Europe and South America, there were ongoing programs such as the Spanish language and culture activities held in Costa Rica. Efforts are underway to establish longer study abroad programs (semester-length) in such locations as Germany. Germany's DAAD financed student travel planned for 2012. Troy University archaeology students were members of the Leon Levy Expedition at Ashkelon for the third year and the University has now been invited to serve as an Expedition consortium member, joining Harvard University, Wheaton College and Boston College. The two major issues facing study abroad activities are: 1) number of student participants per travel program (often less than 10) and costs for student participation (often in excess of \$3000 per trip). Both of these issues are being actively discussed through various committees and work groups in Academic Affairs.

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

Yellow. *Progress has been made on this goal but a full-scale revision of the existing policies has not been completed. Significant progress has been made in support of student travel abroad through the work of the International Programs office (which is why the color is coded yellow rather than red).*

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

Yellow. *Progress continues at the college level with active work being completed by the Deans. The College of Communication and Fine Arts continues to be a leader in the number of faculty-led student study abroad programs, including the successful support of Germany's DAAD for 2012 student travel and the emerging semester-long study in Germany developed by an English faculty member. All colleges are active.*

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

Yellow. *Progress continues and several colleges/disciplines have developed standardized course numbers for study abroad and common expectations/outcomes for the study abroad activities. Work continues toward the May 2012 deadline by all colleges.*

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

Yellow. *Work continues toward this goal. Of particular note are the efforts of CCFA in Costa Rica and Germany.*

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

A full-scale plan was developed January 2011. Though, deployment will be an ongoing process, which will be completed as each form is deployed. The progression of the project will depend heavily on the funding based on the 2.7 Pro Forma.

- 2.7.1. Complete audit and inventory of current paper forms and associated workflows by March 2011.

Yellow. *The audit and inventory of current paper forms and workflows began May 2010. *Forms will be reviewed as new forms are added or updated. Request processed to review 3 forms for the Records division.*

- 2.7.2. Review inventory report and assess for viability of electronic workflow implementation and potential process change by June 2011.

Green *Inventory review was completed October 2011.*

**Forms will be reviewed as new forms are added or updated. Request processed to review 3 forms for the Records division.*

- 2.7.3. Establish costs estimates for technology and training.

Green. Please see the Pro Forma 3.1, Y1.

EchoSign is one of the paperless products selected in the process. The estimated annual cost will be \$17,500.00. Troy currently has an online training portal, which will be leveraged during the deployment process.

- 2.7.4. Deploy pilot program and assess success of 3 key workflows by December 2011.

Yellow. *9 forms are being review and 6 are being testing this quarter.*

- 2.7.5. Develop plan for full-scale deployment and training based on assessment of pilot program and financial viability by June 2012.

Yellow. *A full-scale plan was developed January 2011. Though, deployment will be an ongoing process, which will be completed as each form is deployed. Three types of training sessions will be completed; group presentations, one of one training based on form selection, and online user guides.*

- 2.7.6. Assess success of programs' implementation by December 2012.

Yellow. *This will be an ongoing process, which will be completed as each form is deployed.*

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

- 2.8.1. Conduct macro situation/market analysis of current demographic trends and enrollment patterns: regionally, nationally, internationally by September 2011.

Green. *2.8.1 has been completed although it will be important to update the trends as new ones are identified, as well as update the situation and market analysis. A presentation of trends and patterns will be shared at the next Enrollment Management Committee Meeting so that those most applicable to TROY can be utilized in the planning process.*

- 2.8.2. Conduct detailed situation analysis of current TROY enrollment: by college, academic program, and by home location by September 2011.

Yellow. *A great deal of analysis has occurred but because the fall “archive” date was not acknowledged in setting the achieve date for this objective, it has been necessary to move the anticipated completion date to December 2011.*

- 2.8.3. Conduct SWOT analysis by September 2011.

Green. *SWOT Analysis is complete and will be shared with Enrollment Management Committee at the Fall 11 meeting for additional input. Edits will continue as necessary.*

- 2.8.4. Develop annual enrollment projections and goals through 2015: by academic program, by campus/location by August 2012.

White. *All information collected through the previous objectives will be used in establishing enrollment goals through 2015.*

- 2.8.5. Propose strengthened admission requirements based on analysis by August 2012.

White. *Proposing upgraded admission requirements will be contingent on findings through ongoing analysis. No changes in the undergraduate admission requirement are expected.*

- 2.8.6. Establish ongoing measurements of effectiveness related to admission requirements by August 2012.

White. *Measurements of effectiveness related to admission requirements (undergraduate) will be reported in Fall 2012*

- 2.8.7. Increase international student enrollment inside the U.S. by 15% by 2013.

Yellow. *Strategies and initiatives necessary to achieve this increase have been identified and will be ongoing.*

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

2.9.1. Achieve Level Two Recognition (Silver) in the Alabama Quality Award process by December 2011.

Green. *Troy University received Level Two Recognition (Silver) in December 2011. Members of the Institutional Effectiveness Committee have reviewed the feedback from the Site Visit Team.*

2.9.2. Achieve Level Three Recognition (Gold) in the Alabama Quality Award process by December 2014.

Yellow. *Section 5 of the AQA criteria presents the greatest area for Opportunities for Improvement, so the University participated in the Chronicle of Higher Education's Great Colleges to Work For Survey. The survey results were studied, leading to the development of a more detailed survey that was conducted internally in January 2011. Results from this survey have been reviewed by a team that includes representatives from the Faculty Senate, Human Resources, and staff areas. Additionally, the University implemented a common leadership reading initiative, which relates to AQA criteria area 2. The University is continuing to conduct compliance surveys through Noel-Levitz to provide evidence to support our application for Level 3.*

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

The goals for the objective were created; a work team was established within the IT unit. The IT work team devised a plan. The plan has been put in movement and the review phase has been completed.

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

Yellow. *Completed review of current areas of strength and areas that need improvement.*

Strengths:

Helpdesk, self-help system, ERP System, System Availability, Data Center, Network Authentication System, Systems Engineering staff, Data Security Measures, Document Imaging, Wireless Network Enhancements, Internet Access Enhancements and Emerging Paperless signature system

Areas of Improvements:

Network Infrastructure Upgrades, ERP Ad-hoc reporting system, Web design, Telephony integration across campuses/regions, Ad-hoc Videoconferencing, and Virtualized desktop

3.1.2. Assess potential technology improvements to address areas of improvement

Yellow. *Network engineers, systems engineer will work with IT staff and IT-discussion groups to assess the proper technologies to address the areas of improvement. Additionally, a variety of university committees and groups have been asked to submit technology suggestions. Finally, the annual IT summit provides significant opportunity for vendors and employees to discuss new technologies' potentials.*

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?

Yellow. *A proforma has been developed. The progression of the project will depend heavily on the funding based on the Pro Forma*

3.1.4. Rank areas of improvement based on a needs analysis

Yellow.

1. *Web design*
2. *Network Infrastructure Upgrades*
3. *ERP Ad-hoc reporting system*
4. *Telephony integration across campuses/regions*
5. *Ad-hoc Videoconferencing*
6. *Virtualized Desktop*

3.1.5. Deploy improvements based on level of criticality

Yellow

1. *Web design*
2. *Network Infrastructure Upgrades*
3. *ERP Ad-hoc reporting system*
4. *Telephony integration across campuses/regions*
5. *Ad-hoc Videoconferencing*
6. *Virtualized Desktop*

3.1.6. Assess success of programs' implementation

Yellow

1. *Web design – in progress*
2. *Network Infrastructure Upgrades - in progress*
3. *Wireless Network Enhancements - Complete*
4. *Internet Access Enhancements - Complete*
5. *ERP Ad-hoc reporting system - in progress*
6. *Telephony integration across campuses/regions - in progress*
7. *Ad-hoc Videoconferencing - in progress*
8. *Virtualized Desktop*

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

- 3.2.1. Implement the national student education and awareness sustainability competition called RecycleMania by September 2011.

Green. Completed March 2011. Troy University students commenced their inaugural participation in RecycleMania starting January 2011. The tournament ended in March.

During the 10-week initiative, the Troy Campus collected over 34,000 pounds of recyclables, or about 4.6 pounds per person. After this benchmarking year, TROY will enter the Recyclemania national competition next year.

- 3.2.2. Expand user participation in the campus recycling program to increase recycling by 100% by September 2011.

Green. Completed October 2010. Established 24 new recycling centers on campus.

To enhance communications a web page for recycling has been established that provides locations and floor plans identifying each recycling center.

- 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.

Yellow. Start date June 2010. Specific buildings from all Alabama campuses have been identified for lighting retrofits and with investment paybacks.

A comprehensive assessment and 3 year energy savings plan is currently being prepared that will focus on the following items across all campus locations within Alabama:

- *Water Usage*
- *Electrical usage by building*
- *Class scheduling, specifically start and end times of classes daily*
- *Data from metered utilities (electricity, water, gas)*
- *Usage and size of gas boilers*
- *Usage and size of electric boilers*
- *List and size of chiller*
- *Data from buildings without DDC/VAC control*

- 3.2.4. Document a carbon footprint assessment for each campus in Alabama and take actions to reduce the footprint by 10%.

Yellow. Start date June 2010. Currently finalizing the carbon footprint for each Alabama campus location. Carbon footprint analysis has been expanded to include food service operations and air travel.

A campus specific analysis of the transportation footprint for each campus is being prepared that is more scientific for the population of faculty, staff, and students of Troy University.

- 3.2.5. Establish a campus sustainability standard for space utilization, and facility and land development by December 2013.

White. *Projected start date is April/May 2012.*

- 3.2.6. Have one or more professionals within the campus community earn the Leadership in Energy and Environmental Design (LEED) Green Associate credential.

Yellow. *Start date September 2010. Mark Salmon is currently pursuing certification.*

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

An organizational meeting was held and guidelines developed for reporting. An analysis was conducted of growth needs for the next two years within each college and campus. The analysis was divided into two segments: personnel and facilities.

3.3.1. Conduct, review and develop a rolling two-year resource plan each summer that states the expected hiring needs for faculty and staff.

Yellow. *A review of hiring needs for faculty and staff was conducted by each college and campus vice chancellor's office. A summary report from each college/campus is available for review.*

3.3.2. Conduct, review and develop a rolling two-year resource plan each summer that states the infrastructure needs to support new faculty and staff.

Yellow. *A review of infrastructure needs to support new faculty and staff was conducted by each college and campus vice chancellor's office. A summary report from each college/campus is available for review, and an overall summary document is attached.*

3.4 Pursue renovation and construction opportunities.

- 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*.

Green. *Completed February 2011 review and update of process*

Yellow. *Start date June 2010. Currently working to finalize an instrument to effectively measure student satisfaction. Projected completion February/March 2012.*

- 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.

Green. *Completed June 2011 review and update of process for small project requests/approvals.*

Yellow. *Start date June 2010. Working to finalize a format to measure cycle time to measure performance. Instrument will be finalized by February/March 2012.*

- 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.

Yellow. *Alumni Hall. Start date June 2010. Currently under A&E and administrative review. Projected completion anticipated in 2013.*

Yellow. *North End Zone. Start date June 2010. Currently seeking private and gift funding sources. Projected completion 2013/14.*

Yellow. *Additional Residence Halls – Troy campus. Start date June 2010. Currently under A&E and administrative review. Newman Catholic faith based housing solution is currently working with the University to provide additional residence housing. Projected completion 2013.*

Yellow. *Sartain Hall. Start date June 2010. Currently in the planning stage for A&E and administrative review. Traction on this project is projected after the new arena is completed in spring 2012. Projected completion 2014.*

Yellow. *Janice Hawkins Park and Amphitheater. Start date June 2010. A&E is currently preparing the project for bid in August 2011. Projected completion anticipated for 2012.*

Yellow. *Stewart Hall. Start date June 2010. College of Communication and Fine Arts is working with A&E to develop a plan to program development of the space. Projected completion 2012.*

Yellow. *Tennis Program. Start date June 2010. Currently under A&E and administrative review. Projected completion 2012/13.*

- 3.4.4. Contingent on community support, complete the Riverfront facility in Phenix City by 2012.

White. *Waiting on private donor funding support. Dr. White is active in fund raising to support the project and anticipates needed donor funding will be available in 2112.*

- 3.4.5. Contingent on the demand for classroom space, provide additional classroom space on the Dothan and Montgomery campuses by 2015.

White. *Waiting for student demand to justify project(s).*

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

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

Green. *Completed October 25, 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.

Green. *Existing community development activities were discussed and all attendees will send completed lists to Dr. Jeffrey.*

- 3.5.3. Establish Advisory Councils for Alabama campuses. To be completed by December 31, 2010.

Green. *Dothan Campus completed October, 2008.*

Green. *Montgomery Completed 2009*

Green. *Phenix City Completed March 2011*

- 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

Yellow. *Recommendations have been made concerning the CUP.*

- 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

Green. *Discussion was held regarding working to develop Economic Partnerships on October 25, 2010.*

- 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

Yellow. *Discussion was held on October 25, 2010. Survey has not been completed.*

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

During the time period of April through September 2011, the Strategic Objective 3.6 team met on Aug. 8 to follow up on action items identified previously, evaluate overall progress, and identify any appropriate follow up items. In addition, team members frequently communicated on specific actions required for meeting this strategic objective.

In 2011, positive progress has been made toward all components of Objective 3.6, and two subcomponents have been successfully completed. Successes include new TrojanVision presence in Dothan and surrounding areas; new TrojanVision programming and promotion of programming; increased availability of streaming video and video on demand; new television coverage of Dothan commencement; improved technology infrastructure in multiple areas; preparation of a media training modules; and completion of significant benchmarking efforts.

Related accomplishments that support this overall objective include improvements in social media presence and content on Facebook and YouTube; optimization of budgets in advertising and marketing; peer recognition for marketing, advertising and sports information; new records in car tag sales; movement to electronic (versus hard-copy) media clipping service that will allow improved analysis and reporting of media coverage; and initiation of a revision of the University's external website presence.

3.6.1 Expand Radio and BDN footprint for football, men and women's basketball and baseball – statewide

Yellow. *Cross promotion of radio and television efforts has grown significantly, and coverage of athletics events is part of regularly scheduled programming for TROY TrojanVision. In addition, TrojanVision sports programming has been strengthened through an improved set for Trojan Sports Now.*

The Broadcast and Digital Network continues to work with cable systems to encourage them to carry our television programming. BDN has established a goal of adding two cable systems in 2012.

Budgetary limitations prevent the Athletics division from further expanding the coverage area of athletics events through paid placement.

Although significant progress has been made, this item continues to be coded yellow to indicate internal plans to maintain focus on expansion of radio and television footprint.

3.6.2. Educate internally and externally about athletics and support for the performing arts and scholarly events

Yellow. *The Athletics division has distributed a yearly athletics calendar to internal audiences and has increased its use of social media to reach external audiences.*

New Troy TrojanVision television programming continues to raise awareness and visibility of athletics, academic and artistic events. A four-minute public service announcement for the Rosa Parks Museum has been produced for television as well as YouTube, and a public service announcement has also been completed for the Sorrell College of Business. Similar announcements will be prepared for the other colleges in upcoming months.

National data as well as a research study commissioned from Stamats indicate that the University's website is its most influential information and marketing tool. In 2011, efforts to update the external-facing, promotion-oriented pages of our website were initiated. Results will be realized in 2012.

Although significant progress has been made, this item continues to be coded yellow because such education is ongoing and because of the significance of the web site in educating external publics.

- 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)

Yellow. *University Relations developed a media training module and contacted academic deans and others in leadership positions to offer opportunities for training. University Relations staff members offered to customize the module for each division. However, only one individual accepted the invitation for personalized media training. Therefore, the University Relations division will investigate different approaches such as making a media relations training session available within or scheduled before or after events such as the annual leadership retreat.*

Although some progress has been made, this item continues to be coded yellow.

- 3.6.4. Benchmark TROY with 3 peer and 3 leading universities on their media coverage of athletics, performing arts and scholarly events

Green. *Multiple benchmarking initiatives have been completed and, as a result, this objective has been met. First, a comprehensive assessment of TrojanVision programming has been completed and new programming has being added as a result. Additional new programming will be added when academic courses are no longer distributed via TrojanVision, starting in January, 2012.*

Second, benchmarking of athletics news coverage was completed in August, 2011. This benchmarking effort resulted in two conclusions: 1 – athletics programs at flagship schools receive the largest share of media attention, but 2 – TROY measures well against its Sun Belt peers when it comes to in-state media attention for athletics. As result of this study, the team concluded that athletics media relations efforts are consistent with expectations and should be monitored over time.

Third, a study of awareness and understanding of Troy University among potential traditional, nontraditional and military students was conducted in the summer of 2011 by Stamats. This significant study provided useful benchmarking for awareness and understanding levels and indicated the need to continue to raise awareness of the University. This study will be repeated in three years.

- 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

Green. *This objective has been met, as reported in the January-March 2011 reporting interval.*

3.7 Establish a comprehensive University Archival Program.

The University did not receive the grant from NARHA. We will have to decided whether to try for another grant or not and under which program. Since a freeze on positions continues the goal of hiring a University Archivist by October 1, 2011 did not occur. We continue to discuss the need for operational and managerial parameters for the University Archives as well as basic manuals for operations.

- 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.

Yellow. *The commitment for space is reasonably firm. The space available is being examined to determine the best layout for archives. There is concern about which walls are load bearing and which are not. An answer should be received soon so further planning can begin.*

- 3.7.2. Employ a full time University Archivist by October 1, 2011 and other staff members as needed.

Red. *Since there is a freeze on filling positions there has been no progress on hiring the University Archivist by the October 2011 deadline. We are now planning to try to get someone hired by August 2012.*

- 3.7.3. Apply for National Archives and Records Administration Archives grant before the October 2011 deadline.

Green. *The grant was applied for by the appropriate date but was not received. Discussion will soon begin on when to apply for another grant and under which grant program.*

- 3.7.4. Establish basic operational and managerial parameters for the Troy University Archives.

Yellow. *Discussion continues on the necessary parameters as well as basic planning for the operational manuals that will be needed in the University Archives.*

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 assembles 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 Place the student-athlete's welfare, academic and athletic success at the center of all program and services.

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. During this Spring semester, utilizing the GradesFirst Academic Software system, the Office of Student-Athlete Services was able to electronically submit 6,277 requests to Faculty for academic progress to which 4,081 responses were received. Additionally, the Office of Student-Athlete Services coordinates the Student-Athlete Advisory Committee which has a two-fold purpose. This is a representative body of the student-athlete population which is (1) the voice for all student-athletes, and (2) acts as the community service arm for student-athletes. This group has been highly engaged in projects such as canned food drives, Read Across America, raising funds for underprivileged children, etc.*

Another function of the Office of Student-Athlete Services is organizing student-athlete welfare seminars. The NCAA provides limited funding for speakers which we have utilized for subjects such as binge drinking, gambling, anger management, stress management, dietary supplements and eating behaviors.

3.8.2 Provide leadership and infrastructure (personnel, facilities, equipment and operating budgets) to strengthen competitiveness of Troy's sports teams.

Yellow. *Operating budgets are continually evaluated for areas of maximum support. There is a healthy balance between fiscal responsibility and competitiveness for each team. While each cost center remains within budget, Athletics continues to search for new revenue streams from both the private and public sector. 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 and revenue generation are being identified to offset costs.*

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.

Yellow. *There are two Departmental annual 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.

Further, the Athletics Department continues its commitment to the Sun Belt by adhering to the Sun Belt Conference CEO initiative. The CEO initiative was developed by the CEOs of each Sun Belt Conference institution and includes measurable items such as attendance, number of home/away contests, sport finish, season ticket sales, etc. An annual report is submitted to the Conference office at the completion of every academic year.

- 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.

Yellow. *This objective 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. The 2010-11 season ended with Troy finishing 10 in the Conference. However, the new 2011-12 season has begun and each head coach has reviewed their strategies with the Director and Associate Director of Athletics on completing their respective seasons in the top tier of the Conference.*

- 3.8.5 Tell the story of Trojan Athletics and to increase the fan base.

Yellow. *The Troy Athletics Media Relations and Promotions 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 that drives more traffic to the web site. Finally, staff personnel attend numerous speaking engagements to tell the Trojan story. These include coaches speaking at alumni functions, compliance officers speaking to booster clubs, the athletics development staff soliciting revenue, and the Director of Athletics speaking to various organizations.*