TROY
UNIVERSITY™

Fulfilling the Promise:
The Strategic Plan for
2010 - 2015

Year Two – First Quarterly Report
Executive Summary
Covering Oct-Dec 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

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

    1.1 Expand the number of undergraduate and graduate programs and concentrations available to our students where there are unmet needs and assess the viability of current program offerings. *The College Deans, with the support of the Senior Vice Chancellor for Academic Affairs, the Associate Provosts and the Campus Vice Chancellors, continue to move forward aggressively with the development of new academic programs, with the review of under-serving academic programs and with the consideration and implementation of program migration between University locations. The senior leadership in Academic Affairs has met numerous times in the October-December 2011 time period. Additional meetings have included members of the Advancement and External Relations division.*

    1.2 Increase student access to more online program opportunities. *At this time twelve programs are planned for online delivery in Terms 1 and 3 for the upcoming academic year.*

    1.3 Create a comprehensive approach to serve the needs of military and veteran students and their families. *The work undertaken this past quarter has been focused on measurement   As we were able to establish our base line just recently (Fall Semester / T2), efforts will now concentrate on tracking raw military student numbers from semester to semester, looking into expanding the use of our military student data to measure retention and graduation from this population and working with all locations in the TROY network to determine ways to effectively measure the new marketing initiatives.*

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

    1.5 Increase grants, contracts, and research productivity. *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. 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.

1.7 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. *This objective has taken a back seat to SO 1.2, however meetings and discussions are still ongoing to move forward with the goal and potential programming for 2011-2012.*

1.11 Promote the stewardship of University resources by continuing to identify opportunities to increase efficiency and reduce costs. *We are in the planning stages for the 2012 budget cycle. The budget instructions, training guide, preparation calendar and departmental comparison reports will be released to all budget officers during February 2012. All departmental budget requests will be due March 31, 2012. The review of budget requests by deans, directors and senior administrators will take during April 2012. Divisional budget requests will be reviewed by Financial Affairs and cuts will be negotiated where necessary. Budget to actual results are 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.*

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

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

3.4 Pursue renovation and construction opportunities. *Sub-objectives 3.4.1 and 3.4.2 are complete except for identifying instruments to evaluate performance. Committee continues to actively identify project needs within the University.*

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

The College Deans, with the support of the Senior Vice Chancellor for Academic Affairs, the Associate Provosts and the Campus Vice Chancellors, continue to move forward aggressively with the development of new academic programs, with the review of under-serving academic programs and with the consideration and implementation of program migration between University locations. The senior leadership in Academic Affairs has met numerous times in the October-December 2011 time period. Additional meetings have included members of the Advancement and External Relations division.

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

==Yellow.== *Proposal to migrate the undergraduate major in Sociology to the Troy Campus and Montgomery Campus approved by ACHE. Proposal to create an undergraduate major in Anthropology approved by ACHE at its December meeting. NISPs for the BFA in Dance and the BA/BS in Liberal Studies have been submitted to ACHE for the June agenda. The DNP has been approved for delivery at the Dothan Campus. The UGAC and Graduate Council have approved a number of programs, some of which will require ACHE approval in the coming year. Each college dean has an active list of new program proposals which have been discussed widely in the meetings described above.*

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

==Yellow.== *Reviews continue by the college deans. The SCOB eliminated two concentrations with UGAC approval at its September meeting. The Foreign Language major has been eliminated from the ACHE inventory for viability purposes.*

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.

==Yellow.== *Each college dean is currently using college-specific data to determine under-serving programs under their responsibility. Work is going forward by each dean in this area and these results are being reported regularly. Recommendation is that this goal 1.1.3 be eliminated from this objective as it not now necessary.*

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.

==Yellow.== *Formal definition still under construction. Each college dean is using college-specific information as part of viability assessment. Recommendation is that this goal 1.1.4 be eliminated from this objective as it not now necessary.*

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.== *In process with the development of online courses for the programs coming on board Term 3, 2011.*

    1.2.2. Review market analysis for planned program migration to use of online technologies and develop a pro forma for each planned program to determine viability. (The market analysis and pro forma will be completed six months before recommended date of implementation for review to determine viability).

        ==Yellow.== *In process but on hold to do any further pro formas until additional new programs are added, past fall of 2012*

    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.== *A continuing goal and will be reviewed by Deans for their budgets in the first quarter of 2012.*

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

The work undertaken this past quarter has been focused on measurement   As we were able to establish our base line just recently (Fall Semester / T2), efforts will now concentrate on tracking raw military student numbers from semester to semester, looking into expanding the use of our military student data to measure retention and graduation from this population and working with all locations in the TROY network to determine ways to effectively measure the new marketing initiatives..

As more and better data are available, actions will be introduced to make sure our work stays on track and our objectives continue to be met.

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.

   <mark>**Green.**</mark>

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. *(ongoing thereafter*)

   <mark>**Yellow.**</mark> *Work continues towards the development of a quarterly eNewsletter for our military students as a means of improving our connection with this component of our student body; effort to establish a military student Facebook Group have progressed albeit slower than desired;*

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.

   <mark>**Yellow.**</mark>   *The baseline number has been established at 6,444.*

   (Active Duty = 2242   Veterans = 1916   Family Members = 2256)

   The termly and annual targets are now being established and will be agreed at the next meeting of the MEAC Committee. Work is currently underway to determine how we might expand the use of the military tracking component of Datatel to track retention and graduation of our military population.

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.

   <mark>**Yellow.**</mark> *Methods of measuring the effectiveness and success of the new marketing initiatives (tracking results from inquiry through to enrollment) is currently being investigated.*

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

   <mark style="background-color: black; color: white">**White.**</mark> *No action has been taken on this goal.*

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

   <mark>**Yellow.**</mark> *The next MEAC briefing is scheduled for April 2012.*

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

1.4.1. By June 2011, establish a Troy University "Campus Connection" within the City of Prattville, Alabama to offer educational support services, economic development, professional development courses and online program offerings.

> **Red.** *Even though the Mayor and Chamber are in favor of having a university presence in their city, due to budget problems with the City of Prattville's budget, it is unlikely that they will be any help financially to establish a Troy Campus Connection this year, and probably not 2013. I am recommending that this goal be deferred until the economy improves.*

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. The Coordinator at Phenix City will continue to work with the Guard as much as he can, but eventually, more staff will be needed to recruit at weekend guard training units. This will delay this goal being completed 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.

> **Yellow.** *This goal has been started as far as coordination with Trenholm Technical College officials. However, when the team leader communicated with the President of Trenholm regarding their approval by SACS for them to become a Community College, he said they weren't ready for SACS yet. 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, or possibly later in 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. There are currently no future plans to offer new programs at Phenix City for the remainder of this strategic planning cycle. However, these plans may change based on the Fort Benning mission changes, and based on changing demands of the community.*

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.

Synopsis:

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.
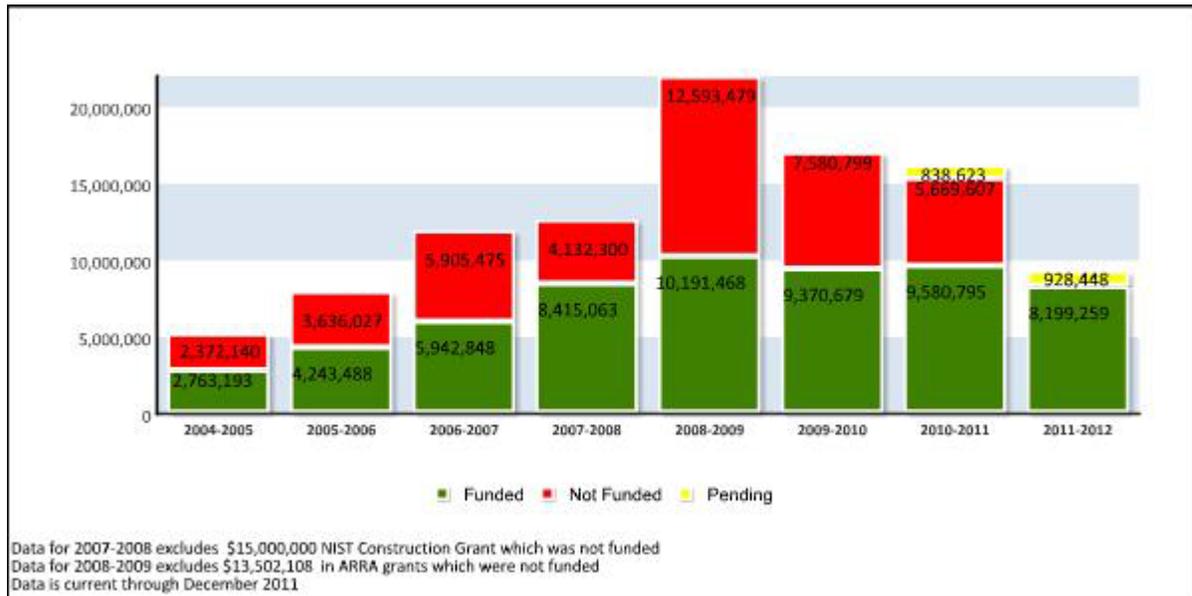*Student research productivity was collected via an online faculty survey for AY 2010-2011. Each faculty member was asked to self-report student research projects/initiatives that exceeded the requirements of a course and were presented external to the course. The results revealed the full-time faculty 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 defined below:*

Data for 2007-2008 excludes $15,000,000 NIST Construction Grant which was not funded
Data for 2008-2009 excludes $13,502,108 in ARRA grants which were not funded
Data is current through December 2011

*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** exceeded last year's numbers.*

Competitive proposal submissions for 2011-2012 appear to be on target for meeting or possibly exceeding last year's submissions.

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

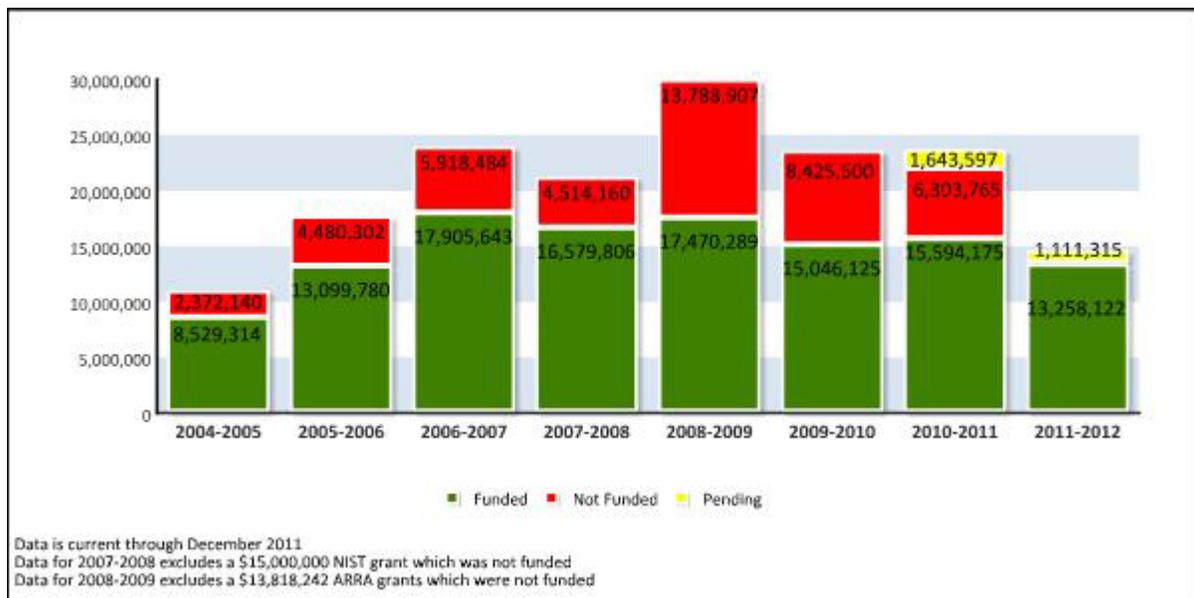| Fiscal Year	Individual Faculty Briefings
2009-2010	61
2010-2011	12
2011-2012	18

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 workship 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.
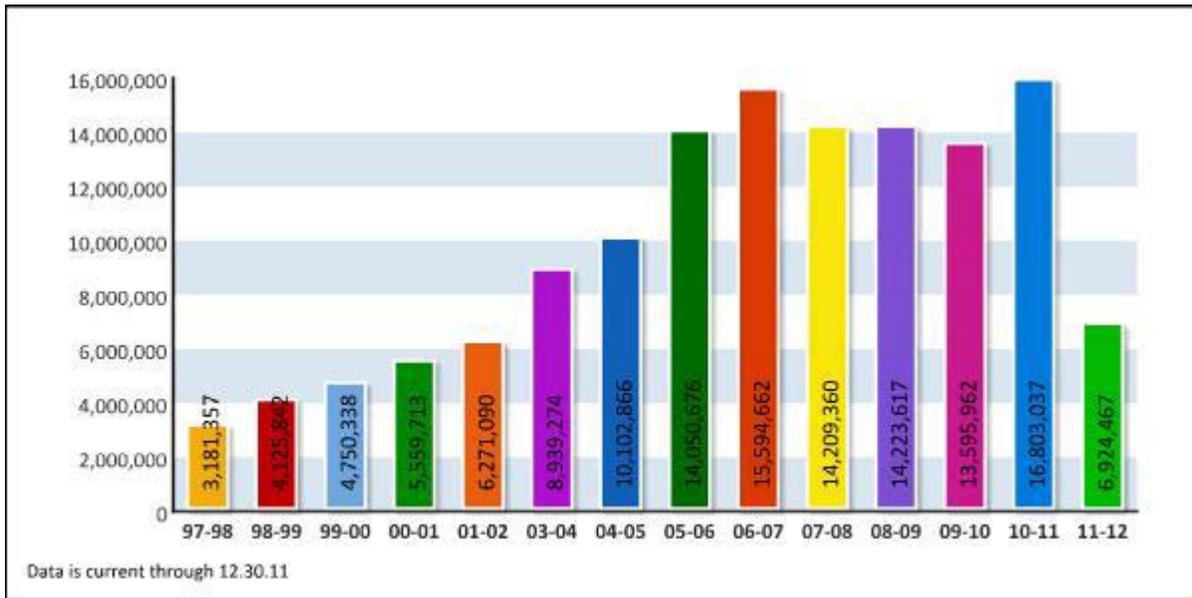
- **Green** *– summaries of sponsored program activity, revenue and indirect cost are listed below:*

- **Sponsored Program Activity**

Data is current through December 2011
Data for 2007-2008 excludes a $15,000,000 NIST grant which was not funded
Data for 2008-2009 excludes a $13,818,242 ARRA grants which were not funded

2011-2012 proposals submissions are projected to meet or exceed 2010-2011 submissions.

Revenue

Data is current through 12.30.11

2011-2012 revenue is on target to meet or exceed 2010-2011 numbers.
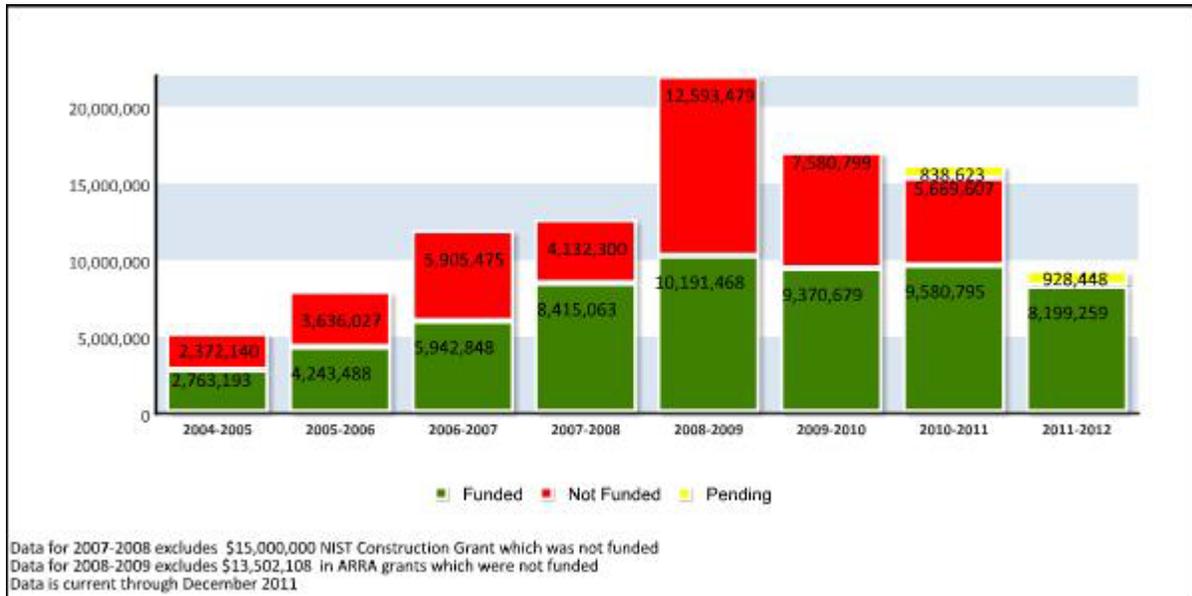
Indirect Cost

Data is current through 12.30.11
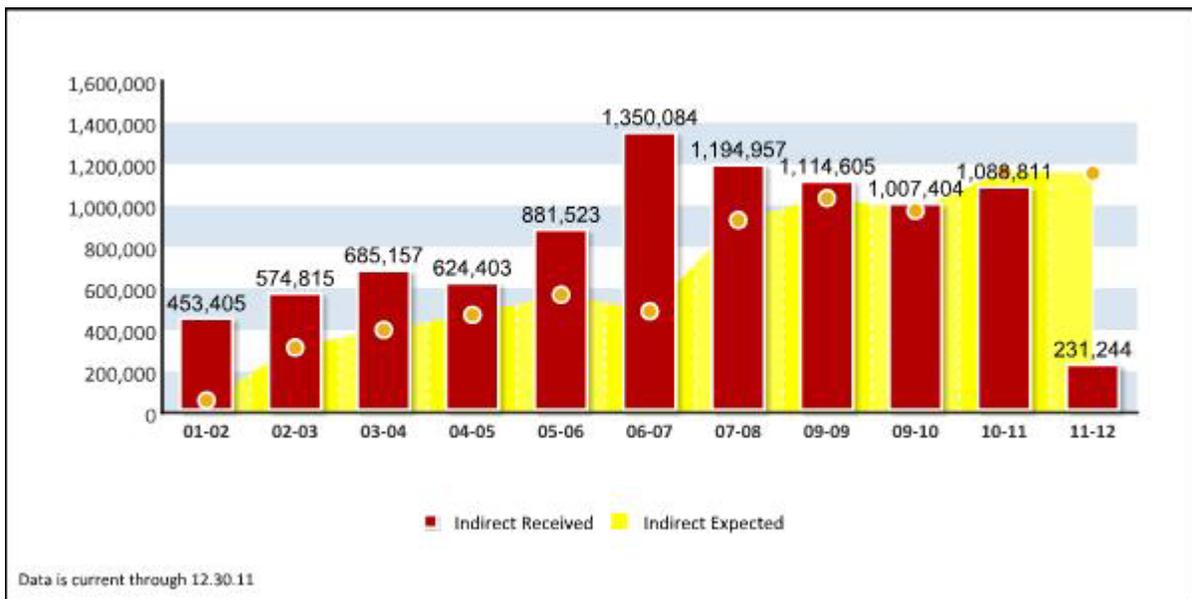
2011-2012 revenue is on target to meet or exceed 2010-2011 numbers.

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**

Funded ■ Not Funded ■ Pending ■

Data for 2007-2008 excludes $15,000,000 NIST Construction Grant which was not funded
Data for 2008-2009 excludes $13,502,108 in ARRA grants which were not funded
Data is current through December 2011

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.*

- <mark style="background:green">Green</mark> - ***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.*

- <mark style="background:yellow">Yellow</mark> - ***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

- <mark style="background:yellow">Yellow</mark> - ***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.*

- <mark style="background:green">Green</mark> - ***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.*

- <mark style="background:yellow">Yellow</mark> - ***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.*

1.7 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, 2011 we surpassed both our goals: in total, we have raised over $164 million; the Development total was $64,431,241.*

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 97% 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.

Red. *For the first time in eleven years, we took a backward step in the Annual Fund – we believe this was, in large part, due to the economy. We missed our goal by approximately 7%.*

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

Green. *As of December 31, 2011, we have added approximately $7.5 million in planned gifts toward our goal of $2 million – or we have achieved 375% 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).

Green. *We have raised approximately $12.9 million toward our goal as of December 31 – or 103% of our goal.*

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 –December 31, 2011, Athletics has raised approximately $747,848 or about 149% 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 Institute with a Director and support staff by August 2011.

Red. *With the hiring freeze in place not steps have been taken towards developing an organizational structure or pursing 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. *Still in progress to start some certificate programs, with planning moving forward in the first quarter of the year, with the new Vice Chancellor for Global Campus.*

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.*

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

We are in the planning stages for the 2012 budget cycle. The budget instructions, training guide, preparation calendar and departmental comparison reports will be released to all budget officers during February 2012. All departmental budget requests will be due March 31, 2012. The review of budget requests by deans, directors and senior administrators will take during April 2012. Divisional budget requests will be reviewed by Financial Affairs and cuts will be negotiated where necessary.

Budget to actual results are 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.

   <mark>Yellow.</mark> *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 mission critical programs. The upcoming budget process for 2013 will give administrators another opportunity to review programs in their area for viability.*

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

   White. *This objective will be delayed due to vacant positions in the Controller's Office (specifically the Financial Budget Analyst position). We have advertised the position and have not found a good fit in the candidate pool to date. We plan to re-advertise the position in February.*

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.== *Please see the Pro Forma 3.1, Y1. 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-in progress*

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 start date 2013.*

Yellow. North End Zone. *Start date June 2010. Contingent on private and gift funding sources. Projected start date 2013/14.*

Yellow. Additional Residence Halls – Troy campus. *Start date June 2010. Currently under A&E and administrative review. Details between Newman and University being finalized for the project to proceed. Construction start date anticipated in Spring 2012.*

Yellow. Sartain Hall. *Start date June 2010. Currently in the planning stage for A&E and administrative review. Project is expected to proceed after the new arena is completed in summer 2012. Projected completion 2014.*

Yellow. Janice Hawkins Park and Amphitheater. *Start date June 2010. Construction started December 2011. Projected completion schedule for October 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 start date is summer 2013 after Long Hall project.*

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.

Yellow. *Formally announced building Phenix City Riverfront in December 2011 with groundbreaking for 6 April 2012. Projected start date fall of 2012.*

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

White. *Fund raising actively on-going. Student enrollment a factor in justifying the project.*