TROY UNIVERSITY

Fulfilling the Promise:
The Strategic Plan for
2010 - 2015

Year Two – Third Quarterly Report
Executive Summary
Through June 2012

Compiled July 2012

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.

1.1 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 continues to march forward in successful completion of Strategic Plan 1.1. The University has added significant new additions to the curriculum during the past quarter and continues to assess the viability of current program offerings.

1.2 Increase student access to more online program opportunities.

New online programs were presented at the Chancellor's Briefings, all are in different stages of approval. eTROY is working with the Colleges to set up the programs for delivery once final approval come through.

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

The approval of the new Bachelor of Liberal Studies (BLS) degree is expected to have a very positive impact on military student recruiting as numerous sources have identified this type of generalist program among the most popular study fields for active duty and veteran students. Additionally, this program is ideally structured to accept a package of assorted courses that is not uncommon amongst military students. It is important to have the program ready for online delivery and approved by approving agencies outside of the State of Alabama as soon as possible so that recruiting can begin.

Discussions have advanced on the creation of a Military Student Service Center which is likely to include a physical facility with staff on the TROY campus as well as a virtual component to create access throughout the network of distributed campuses and the population served by eTROY. It is believed that the resource center will have positive impact on retention. And ultimately, better retention can lead to increased positive "word of mouth" referral business due to improved military student satisfaction rates and improved communication between in-school students and the university.

Global Campus continues its re- structuring. As part of the process, a decision was made to discontinue our physical presence on 13 military installations. While the restructuring focuses on improved recruiting and retention initiatives for eTROY and within 300 miles of Troy AL, it is likely that these base closures will present some new challenges and hurdles associated with servicing these markets from a distance.

An audit of military student activities across selected sites in Global Campus has been completed and has produced important feedback with regards to recruiting and retention practices, and issues and concerns which have surfaced as a result of Global Campus restructuring. Addressing these concerns over the next quarter will likely lead to more effective use of our human resources. Analysis of feedback received from Dothan and Phenix City is currently being evaluated.

Discussions are underway regarding the inclusion of a military student to the university's MEAC Committee as well as preparing the military student survey instrument for distribution in the Fall semester / term.

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.

There has been little change in overall progress in this objective this quarter; however, some actions have been done to move forward. This strategic objective is progressing well as far as new programs being established on most Alabama campuses. Montgomery Campus is the exception and more work needs to be done on new programs for that campus. The SVC for Academic Affairs contracted for a STAMATS study for the Montgomery Campus to ascertain unmet program needs in the Montgomery Area. This study should be completed by late July 2012. There is currently "slow going" on establishing an "eConnections site in Prattville, establishing a "3-4 Connection" with Trenholm State Technical College, and establishing "National Guard Connections" throughout Alabama. Some of the reasons are external to Troy University; however, the hiring freeze is impacting completion of parts of this objective.

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, 99% of all full-time faculty members, have currently reported their intellectual activities.

The number of faculty applying for internal research grants has increased from 17 to 83 in AY 2010-2011, exceeding the goal set for 2014-2015. In AY 2011-2012 the number of faculty applying for internal grant was 128. This goal has been met and greatly exceeded expectations.

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 student research funding, while still very small, has doubled during AY 2010-2011. In AY 2011-2012 $1,536.00 dollars were sought to fund student research. Fewer theses were completed this past academic year as a result of the thesis no longer being required for all Education Specialist degrees and having 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.

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.

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

The 2013 Operating Budget was reviewed and finalized during the reporting period. The budget instructions, training guide, preparation calendar and departmental comparison reports were released to all budget officers March 2012. All departmental budget requests were due March 31, 2012. The review of budget requests by deans, directors and senior administrators took place through April and May 2012. 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 2013 Operating Budget expense of $9 million from the 2012 total.

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.

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

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 continues to march forward in successful completion of Strategic Plan 1.1. The University has added significant new additions to the curriculum during the past quarter and continues to assess the viability of current program offerings.

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

Green. Troy University added four new undergraduate programs via ACHE approval at the June 2012 meeting: the BFA in Dance, the Bachelor in Liberal Studies, the Public History concentration, and the Cyber Security certificate (which has the same program requirements as the Cyber Security minor). New graduate programs were added at the ACHE meeting as well including the Master's in Accountancy and the Master's in Strategic Communication among several others. On the ACHE agenda for the upcoming September and December meetings are a number of additional new programs, including revisions to the Comprehensive General Science Program, the creation of a Hospitality, Sport and Tourism Management major, two new undergraduate programs in Economics and a new undergraduate major in Spanish. Additional graduate programs are planned for ACHE review as well.

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. The Hospitality and Tourism concentration in the BSBA Business Major is scheduled for deletion as it becomes two new concentrations (Hospitality; Tourism) in the newly revised Hospitality, Sport and Tourism Management major in CHHS. The Anthropology concentration in the Social Science major is also scheduled for deletion with the approval of the BS/BA major in Anthropology.

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. Completed previously by the Deans.

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. Completed previously by the Deans.

1.2 Increase student access to more online program opportunities.

New online programs were presented at the Chancellor's Briefings, all are in different stages of approval. eTROY is working with the Colleges to set up the programs for delivery once final approval come through.

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.

<mark>Yellow.</mark> *Once new programs have received ACHE and/or SACS approval, eTROY works with the Colleges to move forward with scheduling, assigning and training faculty, and course development to start the program. At the June 2012 meeting ACHE approved the following three (3) programs; which will be developed for online delivery: Bachelor of Arts in Liberal Studies, Master of Accountancy, Master of Science in Strategic Communication.*

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).

<mark>Yellow.</mark> and <mark>Red.</mark> *Market analysis has been completed on some programs, primarily through Eduventures. Actual marketing of the programs has been a discussion with the Associate Vice Chancellor for Marketing and Communications. Completing pro formas continues to be on hold.*

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).

<mark>Yellow.</mark> *Resources will be addressed in College budget plans.*

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

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Discussions are underway regarding the inclusion of a military student to the university's MEAC Committee as well as preparing the military student survey instrument for distribution in the Fall semester / term.

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. *(ongoing thereafter)*

==Yellow.== *The Bachelor of Liberal Studies degree has been received initial approval by the Air Force for inclusion in the AU ABC Co-operative which will ultimately bring the number of TROY programs in this initiative to 6.*

Tuition and fees for undergraduate, active duty military students will remain at the TA threshold for AY 2012-2013. Graduate tuition will reflect a small increase.

A decision has been made to discontinue TROY's physical presence on 13 military installations. These site closures will take place during the period from now until December 2012.

As the university moves forward with the Military Student Service Center, individuals throughout the university network have been identified as "military student specialists" making it easier for our military students to connect with the right people which should lead to desired outcomes.

The eNewsletter and military student Facebook Group remain under discussion.

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 was established at 6,444. (T2/Fall 2011)*

T4, Spring 2012 numbers show a total military student enrollment of 6257. This number represents a drop of 176 students or 2.7% with the most notable change of -122 on the TROY campus.

As part of the re-structuring of Global Campus and the university wide recruiting initiative, new recruiting targets (military students included) are being established and will be introduced during late summer of 2012.

Retention targets will be discussed and agreed during the same time period.

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.==

***Methods** of measuring the effectiveness and success of the new marketing initiatives (tracking results from inquiry through to enrollment) continue to be investigated.*

A new comprehensive training program for university recruiting staff has been developed and discussions are currently underway regarding implementation.

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

==Yellow.==

1st checkpoint was reached in Spring / T4 with results showing a minor decrease in the number of military students who self identified during the registration period. The 2nd checkpoint will be reached in October / T2 2012 at which time year to year comparisons can be made.

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

==Yellow.==

Updates have been a part of the MEAC agenda since the program kick off.

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

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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.== *No Change for this reporting period. 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 get back in touch with me as soon as he reviews the requirements with his staff and as soon as he possibly can 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. 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.== *The Coordinator at Phenix City has increased his contact with the Guard units throughout Alabama as much as one recruiter can do, 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 and more staff can be hired to assist.***

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 follow up again with the President of Trenholm regarding their approval by SACS for them to become a Community College, he said they still were not ready for SACS approval 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 at least spring 2013. Follow-up will be initiated based on the SACS outcome. In the meantime, the Champion of this objective convened a meeting on May 9, 2012 between Trenholm and Troy University administrators to establish relationships and to*

potentially establish Consortia Relationships between Troy and Trenholm to make it easier for Trenholm courses to transfer to Troy in appropriate degree programs. The President of Trenholm and the SVC for Academics at Troy agreed to pursue dialogue and "next steps" in this direction.

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.

Green. *Complete. 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 for 2012 are being evaluated by the deans and submitted to Councils, ACHE and SACS as required for future additions to the various campuses. Some of these programs have received approval and will be added in fall 2012 or 2013. The New Programs that 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, 99% of all full-time faculty members, have currently reported their intellectual activities.*
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> *The number of faculty applying for internal research grants has increased from 17 to 83 in AY 2010-2011, exceeding the goal set for 2014-2015. In AY 2011-2012 the number of faculty applying for internal grant was 128. This goal has been met and greatly exceeded expectations.*
>
> *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.*
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> *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 student research funding, while still very small, has doubled during AY 2010-2011. In AY 2011-2012 $1,536.00 dollars were sought to fund student research. Fewer theses were completed this past academic year as a result of the thesis no longer being required for all Education Specialist degrees and having 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". 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.
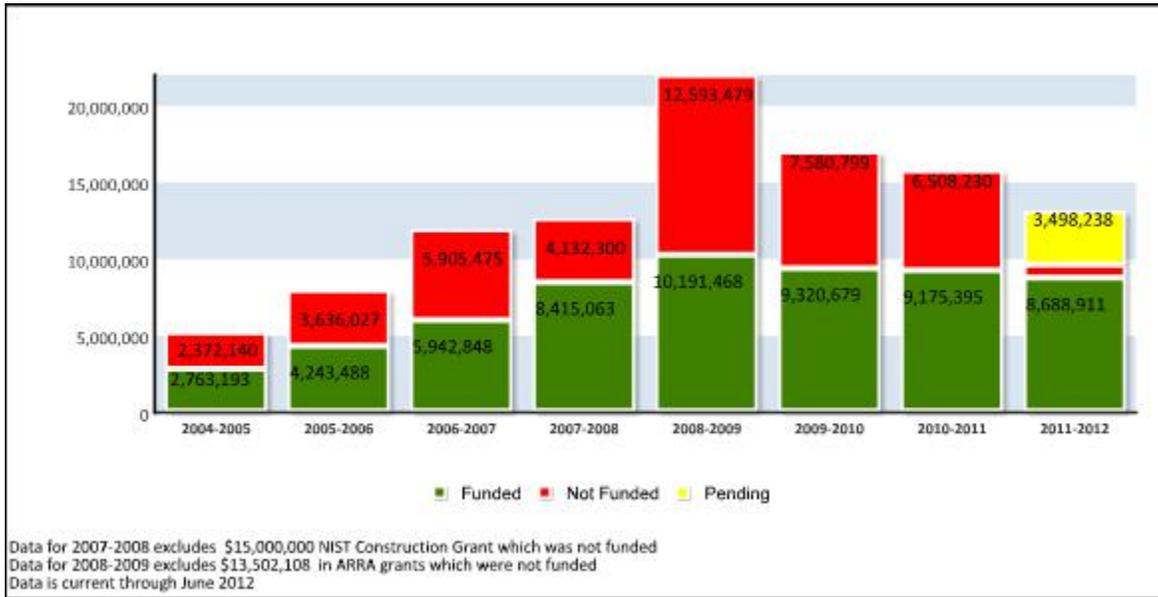
Additionally, budget resources and information are also linked here:
http://www.troy.edu/osp/funding/budget.html

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.

- **Yellow** – A summary of competitive activity is reference 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 June 2012

Although competitive proposal submissions have increased significantly since 2003-2004, competitive submissions have declined slightly over the past three years. Faculty load is a significant factor in proposal development. OSP is committed to providing support and resources to encourage faculty to develop proposals for external funding. OSP has committed that we will increase competitive proposal submissions by 10% from base year 2010-2011 to 2015. The competitive base (calculated at August 30, 2011) of competitive dollars submitted is $15,683,626. **Total competitive dollars pursued to date for fiscal year 11-12 are at 83% of this base.**

- **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	28
2008-2009	30
2009-2010*	83
2010-2011	89
2011-2012	77

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

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
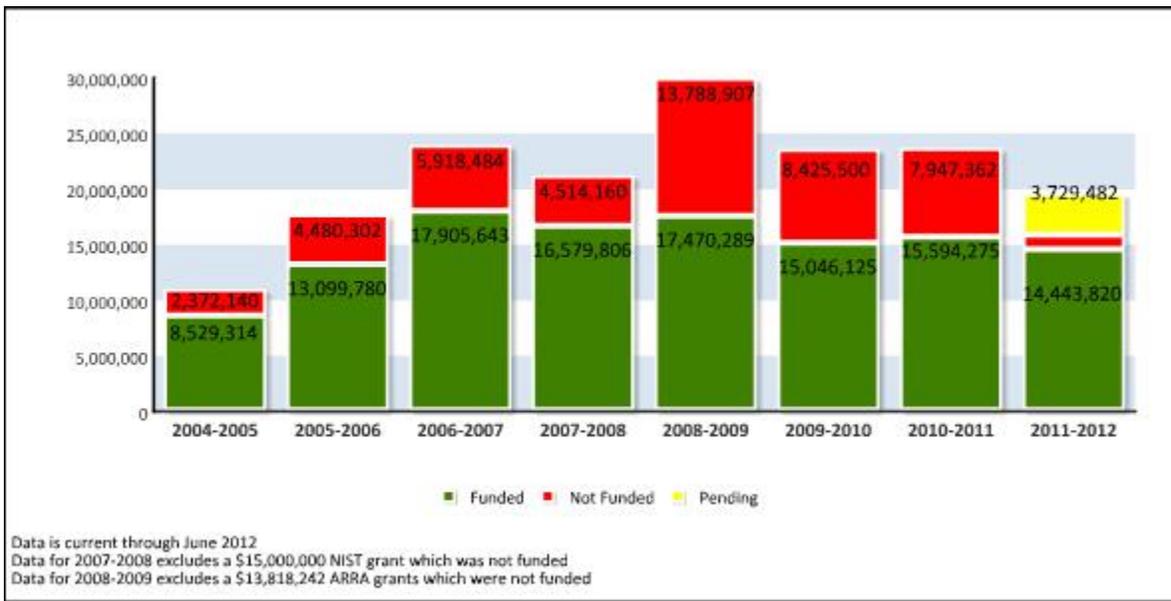
approved and filled. A graduate assistant has been appointed for fall 2012. Additional staff is needed to continue to provide the caliber of support required by a deadline driven office; however, position requests are not filled due to proration.

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. In addition, to increase by 100% sponsored program revenue using 2010 as baseline.
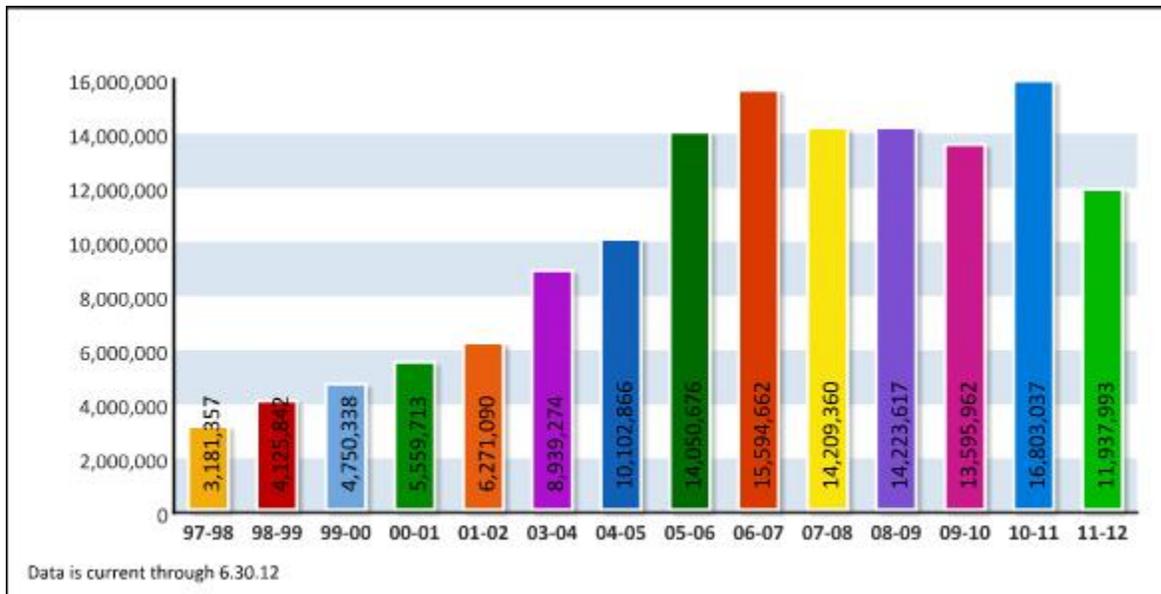
- **Yellow** *– summaries of sponsored program activity, revenue, indirect cost and accomplishment of the 2015 goal are listed below:*
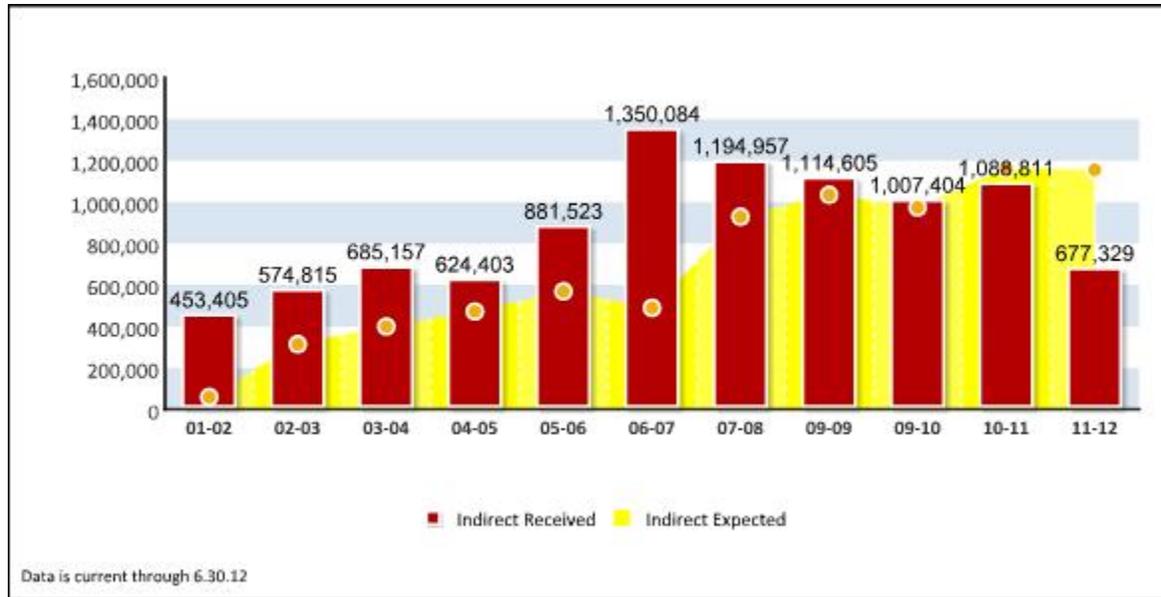
- **Sponsored Program Activity**

Data is current through June 2012
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

Dollars pursued in fiscal year 2011-2012 represents 83% of the dollars pursued in 2010-2011.

- **Revenue**

Data is current through 6.30.12

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Quarterly/Semi-Annual Update for April – June 2012

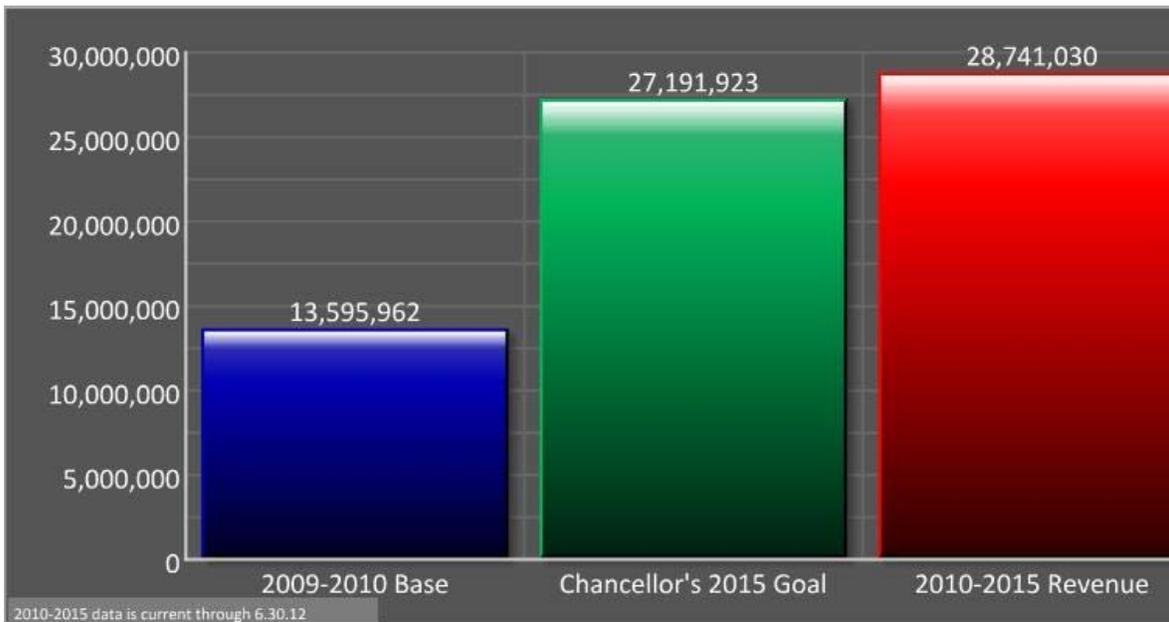==Revenue collected in fiscal year 2011-2012 represents 71% of revenue collected in 2010-2011.==

- **Indirect Cost**

Data is current through 6.30.12

==Indirect cost dollars collected represents 59% of the university projected budget.==

- **Accomplishment of the 2015 Goal** (increase by 100% sponsored program revenue using 2010 as baseline)
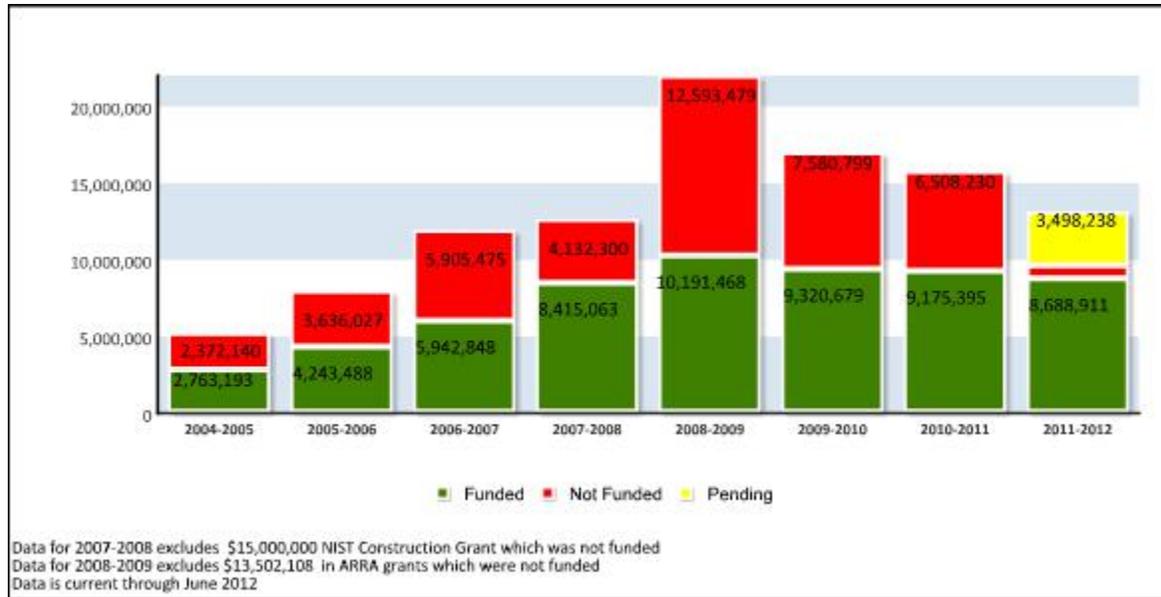

2010-2015 data is current through 6.30.12

==**The 2015 goal has been accomplished**==.

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%.

- OSP has committed that we will increase competitive proposal submissions by 10% from base year 2010-2011 to 2015. The competitive base (calculated at August 30, 2011) of competitive dollars submitted is $15,683,626. ==**Total**==

<mark>competitive dollars pursued to date for fiscal year 11-12 are at 83% of
this base.</mark>

- **Competitive Proposal Summary**

Data for 2007-2008 excludes $15,000,000 NIST Construction Grant which was not funded
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Data is current through June 2012

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

- ▪ <mark>Yellow</mark> – *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 significant 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 in AY 2010-2011 an average of **three
projects** per faculty member over a three year period.*

  *As of April 2012 (January – March, 2012), 273 faculty members reported 972
scholarly activities. During the period from December through March, faculty
reported **3.5** scholarly activities per faculty member.*

  *As of July 2012 (April – June, 2012), 283 faculty members reported 1,059
scholarly activities. During the period from April through June 2012, faculty
reported **3.7** scholarly activities per faculty member. Forty-seven faculty
members submitted paper presentation or grant request for the spring semester.*

  *Progress is being made in the ability to capture and report faculty intellectual
contributions, scholarship and research across the University more accurately.
Unfortunately, the larger numbers of faculty reporting data has decreased the
relative productivity, per faculty member. The true productivity of the faculty as a
whole is being captured.*

The selected goal of an average of eight intellectual contributions, scholarly activities and projects reported per faculty member will be adjusted to four projects annually as of 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 is unrealistic now that a fully inclusive reporting system is now in place.

- **Green** *- A University wide reporting system (Digital Measures) has been adopted and implemented. Faculty has been asked to enter all vitae data beginning in AY 2010-2011 for the last two to three years of research, scholarly activity, service and teaching. Approximately 99 % of the faculty has completed entering their vitae information at this time. The additional of Digital Measures software system has greatly aided the University in being able to capture faculty scholarly activities. This requirement has been met.*

- **Green** *- Increase the number of faculty seeking internal research grants – Faculty continue to make progress toward meeting the goal. A goal was set for AY 2014-15 for 30 faculty members will seek internal research grants. Faculty research activities were assessed according to the number of faculty seeking internal research grants for the last two years: AY 2008-09 – 21 faculty members submitted internal research requests, AY 2009-2010 – 17 faculty members submitted internal requests; AY 2011-2012 – 128 faculty members submitted internal research request. The anticipated goal for 2014-2015 is to have 30 faculty members submit internal research grant requests. This goal has been met and greatly exceeded.*

- **Yellow** *- Colleges encouraged to establish annual college research objectives – CHHS has established college research council to begin setting college standards and collaboration to increase faculty research.*

1.5.3 The University will work to ensure research opportunities for students as measured in SACS 3.3.1.4

- **Green** *- Ensure research and grant opportunities for students – The number of graduate students seeking external research initiatives were assessed: AY 2008-09 – 3 projects for $1,191, AY 2009-10 – 4 projects for $1,491, and AY 2011-2012 – 4 projects for $1,536 was achieved. Deans are working with faculty to encourage greater student research within courses and application for external student grant funding for research. Student engagement in the submission of grant requests remains relatively constant.*
- **Yellow** *- Student thesis projects will be reported as a parameter for student research activities – students produced 157 theses in AY 2009-2010. Thesis projects will be reported at the conclusion of the academic year, July 31, 2011.*

1.7 Successfully complete the Capital Campaign.

Replace this text but keep the formatting. Please provide a short paragraph summarizing work accomplished overall on this objective during the time period covered by this report.

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).

   Green. *As of June 30, 20112 we have surpassed our overall goal: in total, we have raised over $167 million. The Development total was $68.2 million toward our year-end goal of $75 million; for the year we are 49.6% of the way to our goal.*

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

   Green. *In progress – we have completed about 98% 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.

   Green. *All Board Members have been asked for gifts; all have given something or paved the way for gifts from others during this Capital Campaign. We will, however, continue to solicit for Circle of 125, larger gifts and planned gifts.*

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. *Currently the Annual Fund stands at $192,000 or 27.4% of its goal. NOTE: This is a goal will have to be reformulated – it has proven to be just too difficult in these economic times.*

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

   Yellow. *As of March 31, 2012, we have added approximately $585,000 in planned gifts toward our goal of $2 million – or we have achieved 29% 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 $6.2 million toward our goal as of June 30 – or 49% 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.

Yellow. *From January 1 –March 31, 2012, Athletics has raised approximately $350,000 or about 70% of their goal for the year.*

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

Green. *We had a very successful launch of the Campaign during the 125th Birthday Celebration for TROY. Almost 300 were in attendance for the event.*

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. *The guidance on this strategic objective and goals has been placed on hold until further decision(s) have been made by senior leadership on moving forward on the PDI*

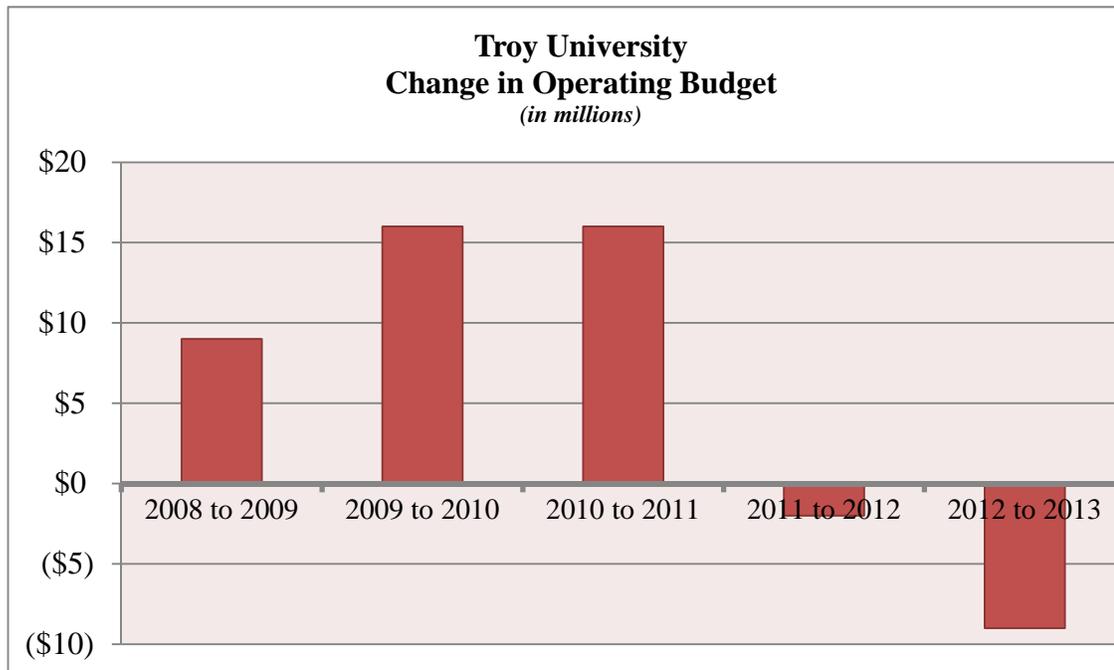1.8.2. Review market analysis, develop and deliver 10 viable programs a year, beginning in 2011-2012.

Red. *No further market research has been conducted.*

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.

Red. *No further work has been done on this goal.*

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

The 2013 Operating Budget was reviewed and finalized during the reporting period. The budget instructions, training guide, preparation calendar and departmental comparison reports were released to all budget officers March 2012. All departmental budget requests were due March 31, 2012. The review of budget requests by deans, directors and senior administrators took place through April and May 2012. 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 2013 Operating Budget expense of $9 million from the 2012 total.

Troy University
Change in Operating Budget
(in millions)

The reduction in the overall budget from 2012 to 2013 is evidence of the concerted effort shown by all divisions to reduce cost and increase efficiencies. Faced with lower enrollments and reduced state funding, the University had to tighten its belt for 2013. While we can increase tuition to offset enrollment declines, we make every effort to minimize the effect on our students. The Senior Vice Chancellors all agreed to cut funding normally available for initiatives with the understanding that funding would be provided for those initiatives presented with measurable outcomes. So while we are trying to operate as lean as possible, we will ensure funding is available for crucial initiatives as determined by the Chancellor. Requests for initiative funding will be reviewed on a case by case basis with the Chancellor. The final operating budget will be presented for approval to the Board of Trustees July 27, 2012.

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 2012 to 2013 is evidence of the concerted effort shown by all divisions to reduce cost and increase efficiencies. The final operating budget will be presented for approval to the Board of Trustees July 27, 2012. This process will be repeated on an annual basis throughout the 2010-2015 Strategic Plan. Budget projections to actual results will be reviewed on a monthly basis and adjustments made as necessary.

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 is on hold until the Financial Budget Analyst position currently vacant is filled.*

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

<mark>Yellow</mark>. *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 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

<mark>Green</mark>. 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?

<mark>Yellow</mark>. 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

<mark>Yellow.</mark>

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

3.4 Pursue renovation and construction opportunities.

Replace this text but keep the formatting. Please provide a short paragraph summarizing work accomplished overall on this objective during the time period covered by this report.

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. Development of instrument to effectively measure student satisfaction in progress. Will finalize instrument by fall 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. Development of instrument to measure cycle time for project performance in progress. Will finalize fall 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. Anticipated project start is 2013.*

Yellow. North End Zone. *Start date June 2010. Contingent on private and gift funding sources. Anticipated projected start is 2014.*

Yellow. Residence Halls – Troy campus. *Start date June 2010. Construction start date June 2012; anticipated completion is July 2013.*

Yellow. Sartain Hall. *Start date June 2010. Currently in the development stage. Project is expected to proceed in 2013.*

Yellow. Janice Hawkins Park and Amphitheater. *Start date June 2010. Construction started December 2011. Anticipated project completion is February 2013.*

Yellow. Stewart Hall. *Start date June 2010. Currently in the development/planning phase. Anticipated construction start is Fall 2013 after the new Long Hall project is completed.*

Yellow. Tennis Program. *Start date June 2010. Currently under A&E and administrative review. Anticipated construction start is 2013/14.*

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

Yellow. *Project approved; finalizing A&E design. Groundbreaking occurred March 2012. Anticipated construction start is fall 2012.*

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

Yellow. Dothan Campus - *Project approved 2012; concept and finalization of funding currently under administration review. Anticipated construction start date 2013.*

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