TROY
UNIVERSITY™

Fulfilling the Promise:
The Strategic Plan for
2010 - 2015

Year Two – Semi-Annual Report
Executive Summary
Through March 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

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.** *Strong work continued in this area for both undergraduate and graduate programs during this time period. During this time period, the Chancellor was briefed by the College Deans, the Dean of the Graduate School, and the Dean of Undergraduate and First Year Studies on all programs currently under development and in process for approval at the institutional and external levels. During this time period, the Alabama Commission on Higher Education met in January and approved graduate programs. During this time period, a number of undergraduate and graduate programs were submitted for ACHE consideration at their June and subsequent meetings.*

    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 comes through.*

    1.3 **Create a comprehensive approach to serve the needs of military and veteran students and their families.** *During the quarter from January to March 2012 focus was placed on recruiting and retention initiatives. University advertising continues to promote our commitment to military students through national advertising campaigns and Global Campus continues their participation in Recruit Military events across the nation.*

    Global Campus sites continue the re-structuring process which will result in increased recruiting activities (to include military students) throughout the GC network of sites.

    Initial discussions have begun on the creation of a Military Student Service Center (perhaps virtual or partially virtual) which will concentrate on services to military students, veterans and their families, particularly in school students, leading to an increase in military student retention.

    An audit of military student activities is being conducted across selected sites in Global Campus with a view to maximizing effectiveness, introducing levels of uniformity and consistency across all university locations and creating an inventory of military related activities. Discussions are underway regarding the creation of military student focus groups as a means of further clarifying military students expectations and what the university can undertake to insure that those expectations are being met.

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.** *Overall, 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. 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.** *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.

1.6 Ensure the University remains competitive in tuition and rate structures. *The tuition and rate structure comparison for the 2011-2012 academic year was submitted to the committee Champion, Dr. Jim Bookout, in March 2012. He will share our ranking with Dr. Hawkins. This along with the FY 2013 operating budget currently in development will determine the need for any changes in tuition and fee rate structure for the 2012-13 academic year.*

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.*

1.9 Grow national and international alumni chapters and individual alumni connection with the University. *Progress was made in almost all areas with the highlights being the activities associated with TROY's 125th birthday celebration.*

1.10 Expand the activities for the International Center for Business and Economic Development and establish the Manley Johnson Center for Economic Study. *The new CIBED director has developed a new strategy for outreach and a new office was opened in Montgomery as part of that strategy. A new website rollout this summer should help the CIBED and Johnson Center better compete with comparable centers.*

1.11 Promote the stewardship of University resources by continuing to identify opportunities to increase efficiency and reduce costs. *The committee reviewed the current cost structure for credit card processing and negotiated a reduction in the rate charged per transaction that will save TROY well over $100,000 annually.*

1.12.1 Double the number of students earning a minor in leadership by 2015. *Comparison with last quarter: Students enrolled on the Troy campus are down from 1055 hours during October—December in the past quarter to 618 hours this quarter; this trend is as expected.*

2.0 Enhance Academic Quality and Institutional Effectiveness. *The University embraces continuous improvement of its academic programs, educational support systems, research activities, and community service programs as an essential value in accomplishing its mission.*

2.1 Implement the Quality Enhancement Plan to create a Culture of Reading. *The QEP is mid-way through its five-year cycle as a focused activity to engage faculty, staff and students in creating a culture of reading at Troy University. Considerable progress in launching and sustaining the QEP has been achieved. An initial consultant's report has been generated which offered strong support of the QEP, good praise and several areas for continued work. Two of the three major components of the QEP-the Common Reading Initiative and the College Reading Initiative-are in their third year and being sustained with good faculty and staff involvement. The CRI, in particular, has enjoyed high visibility and faculty/staff-student engagement as well as related film festivals and co-curricular related activities. The third component of the QEP-the Faculty Development Initiative-has had some activity but needs work and has suffered through two transitions: that of the retirement of the Dean of First Year Studies who also served as the QEP Director and that of the individual who had principle*

responsibilities for faculty development activities who left the University for another position. The Faculty Development component is a major priority for the new Dean of FYS/QEP Director in the second half of AY 2012. The University's collateral QEP activities, such as its partnership with the New York Times, has resulted in its selection as one of a small handful of universities serving as the members of the NYT First Year Studies Pilot Project in 20-11-2012. Overall, the QEP clearly enjoys strong support from the most senior levels of administration as well as strong participation by faculty and staff.

2.2 **Strengthen the accreditation of our business programs and review the need for other specialized accreditations.** *The eligibility application for AACSB accreditation was submitted to AACSB in January of 2012 and the AACSB staff returned question of concern and the SCOB is currently working on the response.*

2.3 **Strengthen the Honors Program in a manner that leverages the University's strengths, including international programs and study-abroad opportunities.** *Some progress has been made with regard to the Honors Program. Of special note is the emerging relationship between the UHP and the University's Leadership Program (currently offered as a Leadership Studies minor). The number of new UHP students increased four-fold for the Fall 2011, a tribute to the hard work of the UHP director. The UHP offered Honors Public Speaking as a course for the first time in over a decade in the Fall Semester. During Spring 2012 there was an Honors Economics course. The UHP continues to need resolution in several key areas: 1) the Director is a full-time professor in Spanish, teaching overloads in that discipline; 2) the UHP has no staff support outside of a student worker; 3) there are limited UHP resources available as scholarships to students. In general, the UHP continues to serve as a vital part of the University's efforts at recruiting high quality traditional students to the Troy Campus. The Associate Provost and Dean of Undergraduate and First Year Studies briefed the Chancellor in January on the status of the Honors Program. Upcoming work is scheduled to explore study abroad options for UHP students. Additional work continues to link UHP students with the Leadership Studies minor.*

2.4 **Strengthen the University diversity program and develop and implement a Strategic Diversity Plan.** *As stated on the last report, work on this objective has been truly continuous at TROY for the past 28 years during the Desegregation Court Case. Several members of the Diversity Program Planning Committee have been active in once again attending diversity summits during this reporting period. A couple goals are complete, but other goals are just getting started*

2.5 **Increase developmental opportunities for faculty, staff, and academic leaders.** *No further progress was made in the development of leadership/management training or developmental opportunities for faculty due to a lack of funds and the vacancy of the QEI position.*

2.6 **Strengthen opportunities for faculty international travel and faculty exchange programs to promote student study-abroad activities.** *Some work was done during this period by the Deans and other University officials in advance of projected summer study abroad activities. Additionally, the College Deans briefed the Chancellor in January on study abroad activities, current and planned.*

2.7 **Harness process improvements and information technology to achieve a streamlined paperless system.** *A full-scale plan was developed January 2011. Though, deployment will be an ongoing process, which will be completed as each form is deployed. The progression of the project will depend heavily on the funding based on the 2.7 Pro Forma.*

2.8 Review enrollment patterns and strengthen admissions standards for undergraduate and graduate programs. *Work continues on a detailed situation analysis of current TROY enrollment as well as on developing enrollment projections and goals.*

2.9 Assess and improve the institution through the use of the Alabama Quality Award. *Troy University received Level Two Recognition (Silver) in December 2011. Survey work to gather comparative data for the Alabama Quality Award Gold Level continues.*

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.*

3.2 Develop and maintain a sustainability plan for space utilization, and facility and land development. *Troy University students commenced their inaugural participation in RecycleMania starting January 2011, established 24 new recycling centers on campus, and a comprehensive assessment and 3 year energy savings plan is currently being prepared that will focus on the following items across all campus locations within Alabama .*

3.3 Plan to optimize faculty, staff, and infrastructure to support enrollment growth. *An update was conducted of the annual analysis of growth needs for the next two years within each college and campus. The analysis was divided into two segments: personnel and facilities.*

3.4 Pursue renovation and construction opportunities. *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.*

3.5 Continue to develop opportunities for community development on all Alabama campuses. *Work continues on developing Community and University Partnerships (CUP).*

3.6 Increase media coverage for athletic, performing arts, community support, and other scholarly events throughout Alabama. *During the time period of January through March 2012, the achievements documented in earlier reports have been sustained and additional incremental but positive progress has been made the areas remaining incomplete.*

3.7 Establish a comprehensive University Archival Program. *A request to fill the University Archivist position has been submitted, returned with questions, and the request was resubmitted with responses to the questions. A meeting and walk through for the remodeling was completed but results from the Physical Plant are still awaited. An initial grant was submitted and rejected. Discussions continue regarding applying for another grant.*

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

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.

Strong work continued in this area for both undergraduate and graduate programs during this time period. During this time period, the Chancellor was briefed by the College Deans, the Dean of the Graduate School, and the Dean of Undergraduate and First Year Studies on all programs currently under development and in process for approval at the institutional and external levels. During this time period, the Alabama Commission on Higher Education met in January and approved graduate programs. During this time period, a number of undergraduate and graduate programs were submitted for ACHE consideration at their June and subsequent meetings.

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

Green. *With the anticipated approval of multiple undergraduate and graduate programs at the June ACHE meeting, this objective will have been met and exceeded <u>for this academic year</u>. Currently, there are two new undergraduate degree programs on the June agenda in addition to a new concentration. The Graduate School has multiple new programs on the agenda for consideration 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. *Work continues by the College Deans for these programs. The Sorrell College of Business has eliminated the supply chain management concentration, thus achieving this objective <u>for this academic year</u>.*

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. *The College Deans have determined college-specific student needs and have worked with Marketing and Communication officials to promote new programs and develop needed programs. This objective is no longer necessary to track and has been achieved.*

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. *The College Deans have determined these assessment methods for their respective colleges and are moving forward with college-specific plans for eliminating non-viable programs. This objective is no longer necessary to track and has been achieved.*

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.*

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 has stopped.*

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.

During the quarter from January to March 2012 focus was placed on recruiting and retention initiatives. University advertising continues to promote our commitment to military students through national advertising campaigns and Global Campus continues their participation in Recruit Military events across the nation.

Global Campus sites continue the re- structuring process which will result in increased recruiting activities (to include military students) throughout the GC network of sites.

Initial discussions have begun on the creation of a Military Student Service Center (perhaps virtual or partially virtual) which will concentrate on services to military students, veterans and their families, particularly in school students, leading to an increase in military student retention.

An audit of military student activities is being conducted across selected sites in Global Campus with a view to maximizing effectiveness, introducing levels of uniformity and consistency across all university locations and creating an inventory of military related activities.

Discussions are underway regarding the creation of military student focus groups as a means of further clarifying military students expectations and what the university can undertake to insure that those expectations are being 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.

==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.== *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.*

The Bachelor of Science degree in Sport and Fitness Management has been included in the Air Force's AU ABC Co-operative thereby broadening the range of TROY programs in this initiative to 5.

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

1.3.3. Establish numerical baselines and targets for recruiting, retention and graduation and build into Strategy (based on data from new military student demographics Datatel component and our research) by 31 July 2011.

==Yellow.==   *The baseline number has been established at 6,444. (T2/Fall 2011)*

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

T4, Spring numbers are expected to be released imminently thereby providing the first point

of performance comparison.

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 the 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) are currently being investigated.

A new comprehensive training program for university recruiting staff is being developed and is expected to be rolled out in mid-summer 2012 The desired outcome of this training will be increased enrollments and increased conversions from inquiry to applicant to enrollment.

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

White.

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

Yellow.

The next MEAC briefing is scheduled for April 20, 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.

Overall, 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. 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.

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.** *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 is attempting to arrange meetings between Trenholm and Troy University to establish relationships and dialogue.*

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. The 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.*
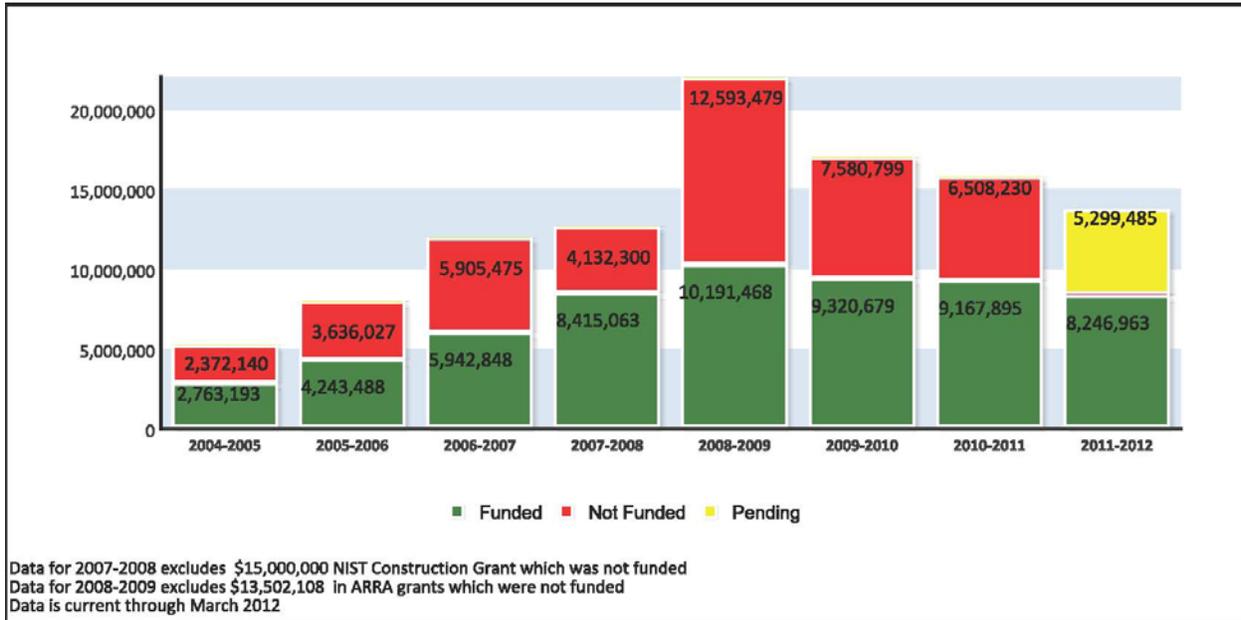
1.5.1.   The University will work to increase grant and contract productivity for faculty and staff.

        A.   Implement OSP manager training and develop a one-stop website for post management of proposals for successful writers and managers by September 2011.

- **<mark>Green</mark>** - *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.*
- **<mark>Green</mark>** - *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 March 2012

Although competitive proposal submissions have increased significantly since 2003-2004, competitive submissions have declined slightly over the past three years; however, final numbers from 2010-2011 suggest that submissions will be slightly below but comparable to 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 for competitive proposal submissions for 2010-2011 is $13,642,197.

- **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	50
2010-2011	89
2011-2012	51

| Fiscal Year	Individual Faculty Briefings
2009-2010	61
2010-2011	12
2011-2012	19

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 has been presented to the Senior Vice Chancellor for Advancement & External Relations.*

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; generate or exceed the university's budget for indirect cost; accomplish the Chancellor's 2015 goal to increase revenue 100% from the base year.

- **Green** – *summaries of sponsored program activity, revenue and indirect cost and accomplishment of the 2015 goal are listed below:*

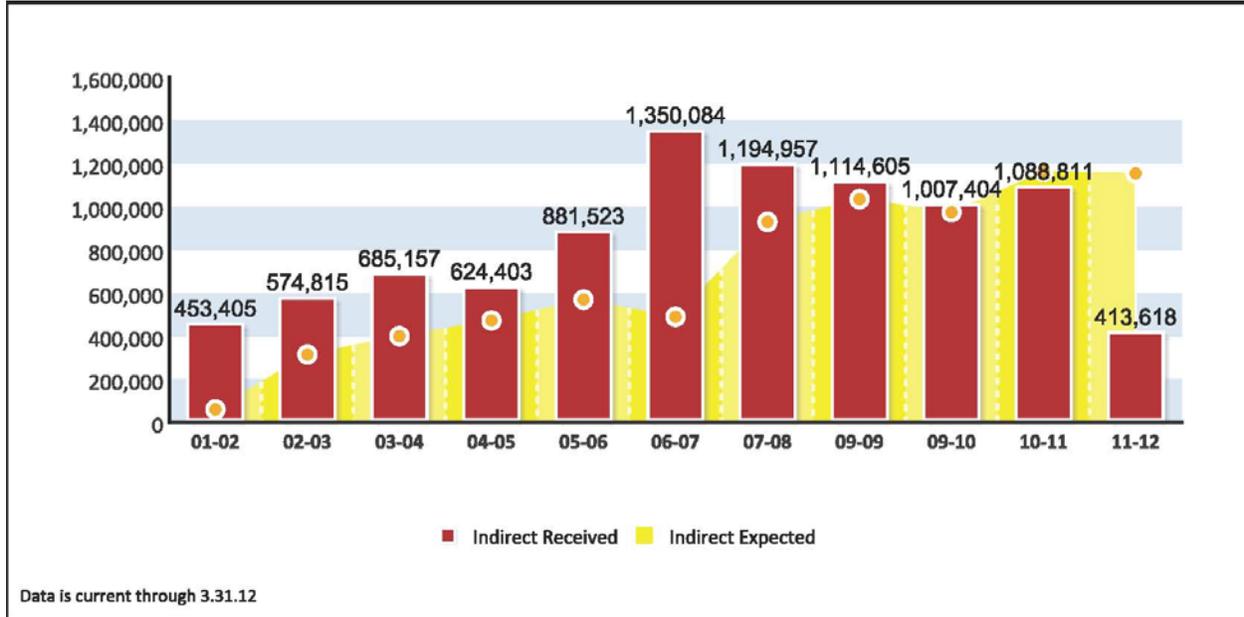- **Sponsored Program Activity**
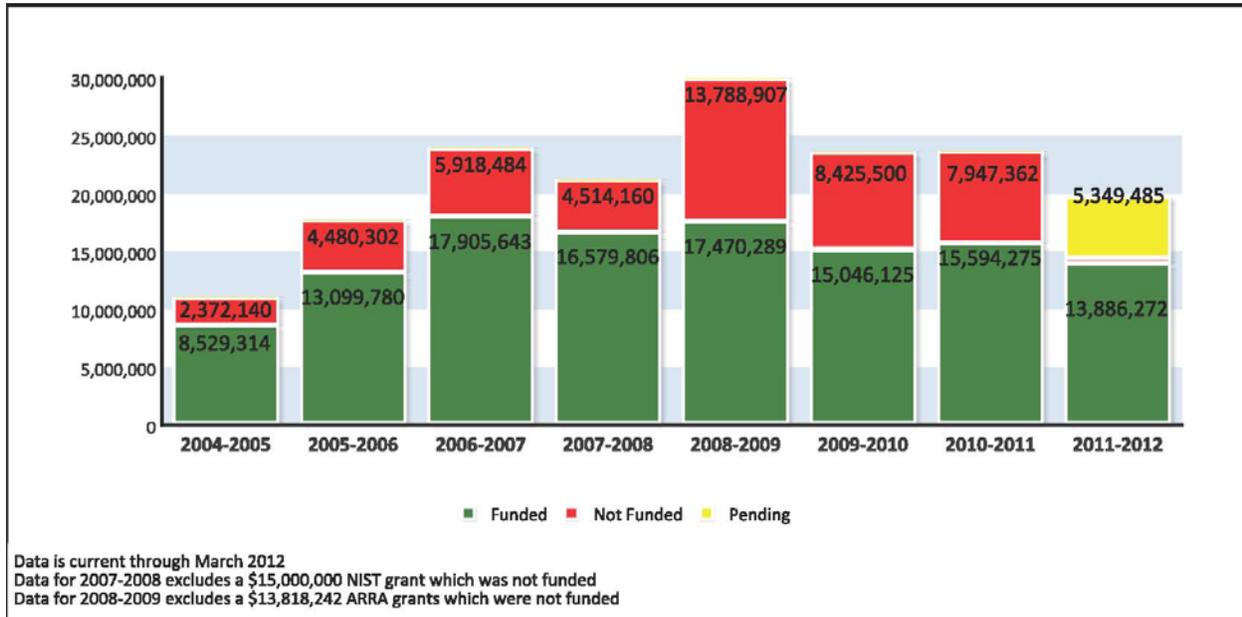
2011-2012 proposals submissions are projected to meet or exceed 2010-2011 submissions.

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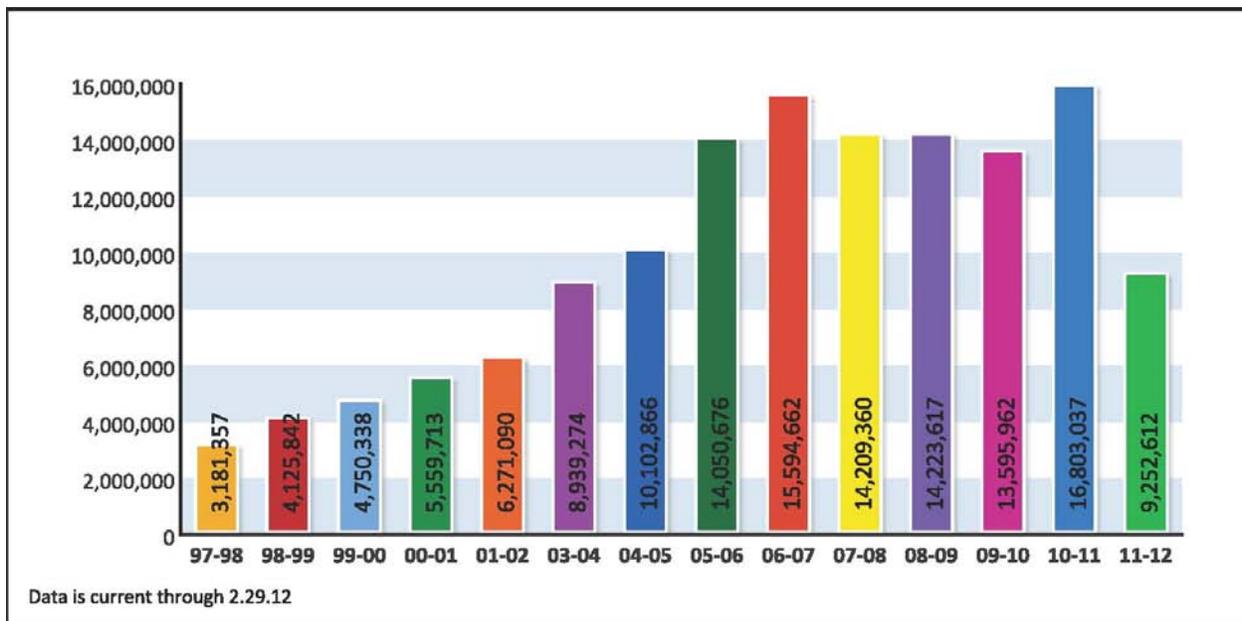
2011-2012 revenue is on target to meet or exceed 2010-2011 numbers.
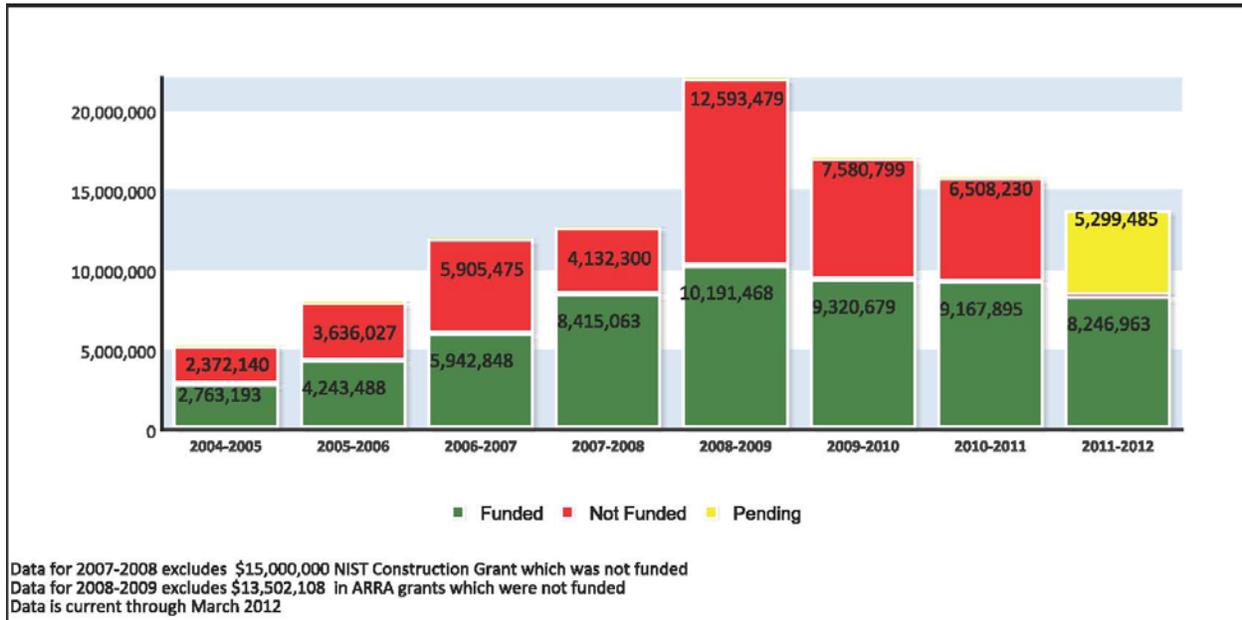
Indirect Cost

Data is current through 3.31.12

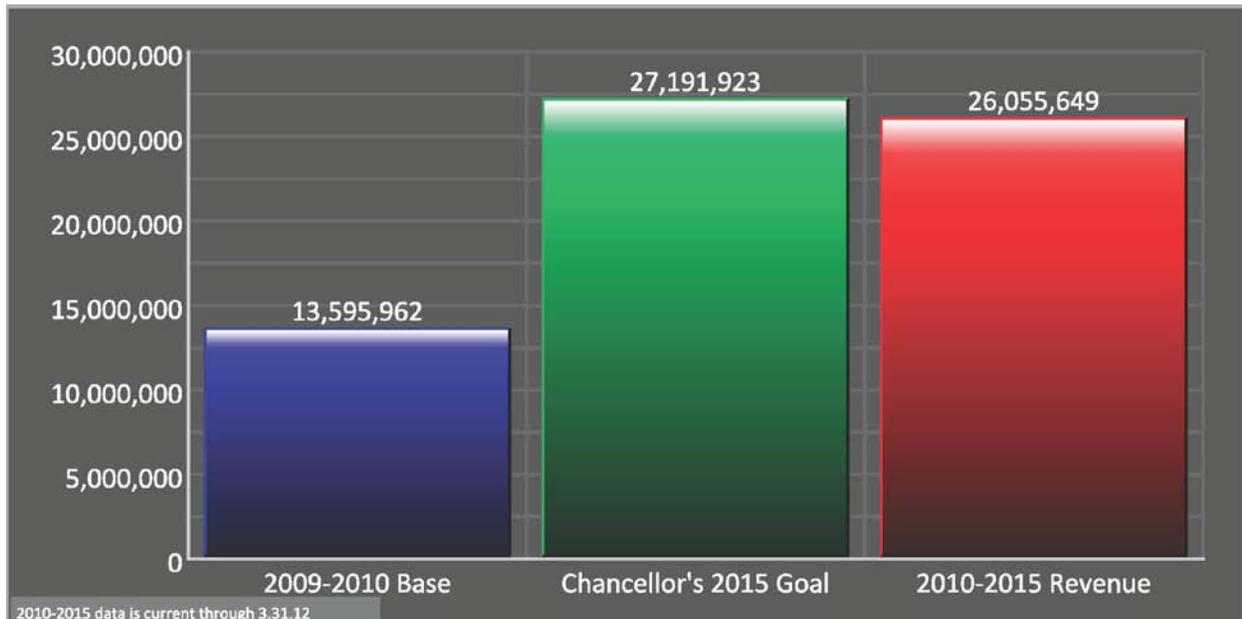*2011-2012 indirect cost is on target to meet or exceed 2010-2011 numbers.*

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 for competitive proposal submissions for 2010-2011 is $13,642,197. Competitive proposal submissions are increasing and it is projected that we will meet this goal.*

▪ **Competitive Proposal Summary**

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 March 2012

▪ Progress to the 2015 Goal -- increase by 100% income using 2010 as a baseline

2010-2015 data is current through 3.31.12

Sponsored program revenue collected as of March 2012 represents 96% of the 2015 goal.

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 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 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.*

  As of April 2012, 273 faculty members reported 972 scholarly activities. During the period from December through March, faculty reported 3.5 scholarly activities per faculty member. Forty-seven faculty members submitted paper presentations or grant requests.

  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. July will provide the total number of faculty members participating in AY 2011 – 2012.*
- ▪ **==Green==** *- Increase the number of faculty seeking internal research grants – Faculty continue to make progress toward meeting the annual internal grant request goal for 2014-15. A goal was set for AY 2014-15 for 30 faculty members to seek internal research grants. Faculty research activities were assessed according to the number of faculty seeking internal research grants for the last three years: AY 2008-09 – 21 faculty members submitted internal research requests, AY 2009-2010 – 17 faculty members submitted internal requests and AY 2010-2011 – 83 faculty members submitted internal requests. During January of 2012, twenty-four faculty members submitted research grant support request from the Faculty Development Committee, for the spring semester.*

The anticipated goal for 2014-2015 is to have 30 faculty members submit internal research grant requests. Presently the goal has been achieved.

- **Yellow** - ***Colleges are encouraged to establish annual research productivity goals for faculty*** *– The College of Health and Human Services has established a college research council and has begun setting college standards and collaboration to increase faculty research.*

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

- **Yellow** - ***Ensure student research -*** *Student research productivity was collected via an online faculty survey for AY 2010-2011. Each faculty member was asked to self-report student research projects/initiatives that exceeded the requirements of a course and were presented external to the course. The results revealed 149 full-time faculty responded to the survey (Arts and Sciences – 51; Communication and Fine Arts – 19; Education 28; Health and human Services – 15; Business – 36). Faculty reported 828 student research/presentations/creative projects were presented in AY 2010-2011. Faculty reported 490 undergraduate student projects and 338graduate 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.*
  During the spring semester, faculty in the History Department presented an inaugural publication of the Alexandrian. This publication will support the publication of both faculty and student research. Additionally, the Troy University Psychology Conference was held the end of March to highlight the research activities of undergraduate and graduate students. Additional research presentation activities held during AY 2011-2012 include the Academic Forum held by Business and Public Administration, Math Fair, Troy Undergraduate Research Forum held by the College of Arts and Sciences, Blackboard Conference, and Southern Sport Management Conference. The number of student research activities will be surveyed in May, 2012.

- **Green** - ***Increase grant opportunities for students***– *The number of graduate students seeking external research initiatives were assessed: AY 2008-09 – 3 projects for $1,191, AY 2009-10 – 4 projects for $1,491 and AY 2010-11 – 3 projects pending for $3,975. AY 2011-2012 has involved ten students on four projects for a total of $2,036.*
  Deans are working with faculty to encourage greater student research within courses and application for external student grant funding for research. The dollar amount of research funding, while still very small, has doubled during this reporting year.

- **Yellow** - ***Student thesis projects*** *will be reported as a parameter for student research activities – students produced 157 theses in AY 2009-2010 and 10 theses in AY 2010-2011. The decline in thesis work is due to the reduced numbers of students enrolled in Education Specialist programs and the addition of a non-thesis option. The number of thesis projects will be calculated at the end of the 2011-2012 academic year.*

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

The tuition and rate structure comparison for the 2011-2012 academic year was submitted to the committee Champion, Dr. Jim Bookout, in March 2012. He will share our ranking with Dr. Hawkins. This along with the FY 2013 operating budget currently in development will determine the need for any changes in tuition and fee rate structure for the 2012-13 academic year.

1.6.1.   On an annual basis, provide a comparison of tuition and rate structures for Troy and its competitors to ensure we maintain a competitive rank among our peer institutions.

<mark>Yellow.</mark> *The tuition and rate structure comparison for the 2011-2012 academic year has been prepared and submitted to committee Champion, Dr. Bookout. This comparison will be shared with Dr. Hawkins as a part of the budget review process for 2013. The status of this objective is ongoing and the review will be repeated on an annual basis for the duration of the Strategic Plan for 2010-2015.*

1.6.2.   On an annual basis, review the tuition and rate structures in place and determine if a change in structure is necessary to remain competitive.

<mark>Yellow.</mark> *Results for the FY 2013 expenditure budget are pending. Once we have confirmation of the final expenditure budget and expected State Appropriation level, we will know whether a change in tuition and fee structure for FY 2013 will be necessary.*

1.6.3.   On an annual basis, develop cost saving strategies that also provide incentives for the department(s) or division(s) facilitating the cost reductions.

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

1.7 Successfully complete the Capital Campaign.

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

1.7.1. Surpass the stated campaign goal of $200 within the next five years.

Benchmarks:

- By December 31, 2011, reach at least $125 million (Development Goal: $62.25 million).

- By December 31, 2012 reach at least $150 million (Development Goal: $75 million).

- By December 31, 2013 reach at least $175 million (Development Goal: $87.5 million).

- By December 31, 2014 reach at least $200 million (Development Goal: $100 million).

Green. *As of March 31, 20112we surpassed both our goals: in total, we have raised over $165 million; the Development total was $67,860,241.*

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 $84,443 or 12% of its goal.*

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 $495,000 in planned gifts toward our goal of $2 million – or we have achieved 25% 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 $3.43 million toward our goal as of March 31 – or 27% 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 $18,456 or about 3.7% 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. *My guidance on this strategic objective and goals has been to hold on working on this objective until further decision has 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.*

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

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

1.9.1. Using the 2010-2011 goal year as a base, increase alumni paid membership 20% each year for the next five years.

- Grow the student alumni association by 20% each year.

- Establish an international student alumni committee, as a part of the student alumni association.

- Grow lifetime memberships by at least 10% each year.

- Grow the number of parent memberships by at least 10% each year.

- Grow the number of national alumni chapters by at least two each year.

- Create and sustain momentum in existing chapters/revitalize those needing it: For any chapter that does not currently meet the three required criteria, a minimum of two will be brought back to that level each year.

- Develop the concept of alumni clubs for the international market. Create at least one club each year for the next five years.

  - ==Yellow.== *Paid membership for the 2010-2011 year was 8333; the goal for 2011-2012 is 10000. As of March 31, we have 850 paid members which is 8.5% of our goal. However this number does not yet reflect the time when most of our alumni memberships are received.*
  - ==Yellow.== *We had 162 student alumni memberships in 2010-2011; the goal for 2011-2012 is 194. To date we have 1 new student members, bringing our total to163 or 84% of our goal.*
  - ==Yellow.== *Maria Frigge in the International Programs Office is working with Alumni Affairs to put an international student alumni committee together. Three students have been given to me to start this group. We are also reaching out to the International Student Government Association segment of the SGA to join the committee. This will be a group of International students that will be selected each semester and be involved with SGA. The group will follow the format based on the Leadership Pike Program in Troy's community. Contact has been made with Barbara Patterson in regards to this and the students are being selected now for this group. Although the group has not been fully formed, it has now met once. We will use this group to gather ideas of how we can support current International students and International alumni.*
  - ==Yellow.== *Lifetime memberships numbered 515 in 2010-2011; our goal was to add at*

> *least 51 new lifetime members in 2011-2012. As of March 31, we have added 8 new lifetime members or approximately 16% of our goal.*

- ==*Yellow*==*. In 2010-2011, we had 115 parent memberships; therefore, our goal for 2011-2012 is to have at least 80 parent memberships. This campaign is completely focused around impact and will take place May – August of this year. We have had 0 parent to join so far.*

- ==*Yellow*==*. We are currently working on chapters in Colorado Springs, North Carolina and, Miami.*

- ==*Green*==*. We are currently working with several chapters: Chattahoochee Valley is working to rebuild by adding the Fort Benning site to their membership. Continuing to work with the South Georgia chapter to get back on its feet and continue to rebuild and grow. Working with Kappa Alpha Psi Chapter and Autauga County Chapter to bring their group back to active status.   Revitalizing these chapters will put us at 100% of our goal for the year. Three of our chapters have successfully been revitalized, but will continue to need work.*

- ==*Yellow.*== *Currently working with Global Campus to establish an alumni club in Ho Chi Minh City (Vietnam).*

1.9.2. Using the 2010-2011 goal year as a base, increase the number of alumni who make gifts to the University by 20% each year.

==**Yellow.**==   *From August 2010 – July 2011, we had 6126 gifts. Our goal for August 2011- July 2012 is 7351. From August 2011- March of 2012, we have 4672 gifts; 64% of our goal.*

1.9.3. Increase alumni engagement in University activities and events:

- Using 2010 as a base, increase the number of alumni who attend the Spring Reunion dinner by 10% each year.

- Involve alumni in the planning of the 2012 Celebration event; goal is to have no fewer than 300 to attend this event.

- ==**Green.**== *In 2011 - 150 attended the Reunion Dinner. However, the total who attended Spring Reunion activities increased significantly. We added a Delta Chi Reunion which attracted 150 alums, a T-Club meeting which attracted 50   The number attending the Scholarship Brunch went from 238 in 2010 to 250 in 2011 and decreased slightly in 2012 with 215 in attendance. However, this year's dinner was the Birthday celebration dinner – which had almost 300 in attendance.*

- *Several alumni were on the committee for the planning of the 2012 Celebration - which included the 125th Birthday Celebration, the second TROY Shield Society induction and the public announcement of the capital campaign. At the 125th Dinner there were 287 in attendance. This took the place of the 2012 Alumni Spring Reunion dinner. We had an Alumni Leadership Luncheon instead with 76 people present. We also had preview day with 1,000 potential students on campus. We had a fish fry which brought in approximately 80 people. The parade was rained out so we would probably have had more people on campus during the parade which would have filtered over to the fish fry.*

- *This objective will have to be measured differently this year as the reunion dinner was held in conjunction with the 125th birthday celebration dinner as mentioned above. We also had a birthday celebration on February 24, 2012 for faculty, staff, students, alumni and friends that generated approximately 1,200 people on the Troy campus alone not to mention the other Alabama campuses and sites. It was also streamed live to all of our*

sites around the world.

1.9.4. Effectively communicate with all alumni:

- Continue to develop and utilize Facebook for alumni affairs.

- Have a viable link between Facebook and website by the end of 2010. Increase the number of Facebook contacts by 20% each year 2011-2015.

- Establish Twitter link by mid 2011. Increase the number of followers 20% each year 2012-2105.

- Develop Linked-In connection by the end of 2012. Increase the number of followers 20% each year 2013-2015

- Continue to publish the Alumni Magazine, but add on-line versions of all editions by 2012.

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

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

Yellow. *We are currently using the IRPE survey on our website to meet this goal, but are in the process of developing our own survey. We are also in the process of producing another alumni directory which will allow even more feedback.*

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

1.10.1.   Develop specialized research and outreach clusters on each of the Troy University Campus sites in Alabama and Global Campus.

a.   Explore the abilities, willingness to cooperate, and propensity of faculty to work with CIBED to develop projects that contributes to the mission of the Sorrell College of Business.

b.   Develop one location to serve as a model which can serve as a positive influence and generate interest and leadership for other SCOB campus sites in 2010-2011.

c.   Develop a responsive organizational structure with qualified leadership that will grow the reach of the CIBED.

==Yellow.== *Activities continue in this objective. With the hiring of the new CIBED Director, Mr. Wiley Blankenship in September 2011, he surveyed over 60 economic developers in the State of Alabama to develop a new strategy for outreach. A new office in Montgomery is being used to create a new base for CIBED activities.*

1.10.2.   Increase technical assistance to businesses and communities by developing more online resources.

a.   Develop a new webpage that will post value added research from students and faculty by June 2011.

b.   Become a resource center dedicated to helping businesses overcome cultural barriers to internationalization (for both domestic and international sites).

c.   Create training needed by the business community as it continuously becomes more culturally diverse.

==Yellow.== *Though steps have been taken, the website still continues to be an issue for both the CIBED and Johnson Center. Without the flexibility to generate better material and layout, it lags in quality next to comparable centers. Until this is remedied, this continues to keep us at a strategic disadvantage. We are waiting on the new website rollout this summer and look forward to improving our online presence. Progress has been made by partnering with the Confucius Institute in conducting courses on cross cultural business. Plans for another China trip for economic developers is scheduled for the Summer of 2012.*

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

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

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

The committee reviewed the current cost structure for credit card processing and negotiated a reduction in the rate charged per transaction that will save TROY well over $100,000 annually.

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 committee will continue to review administrative program activities to identify opportunities for cost savings. This will be an ongoing task throughout the Strategic Plan for 2010-2015.*

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

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

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

Green - We have achieved goal 1:12.1— we have doubled the number of students earning a minor, but we shall continue to press forward.

*Comparison with last quarter: Students enrolled on the Troy campus are down from 1055 hours during October—December in the past quarter to 618 hours this quarter; this trend is as expected. Online courses and Montgomery campus numbers are fairly constant. <u>We will maintain our pace, and can increase next year</u> **if** we receive another full-time teaching position and a budget increase. While enrollment for January through March 2012 is only slightly higher than during the same period in 2011, numbers for July 2011-March 2012 are significantly higher than those for July 2010-March 2011.*

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

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

2.1.1 The number of faculty and staff who serve as group leaders for the discussion sessions related to the Common Reading Initiative (CRI) for first-year students shall increase by 10% annually beginning in August 2009 through August 2013.

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

2.1.2 Faculty will choose to use the CRI selection in courses other than TROY 1101, especially General Studies courses, so that by August 2013, the total number of faculty who have used the book in their courses will be 25.

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

2.1.3 The number of faculty who will choose to use the College Reading Initiative (COLRI) selection in their classes other than those classes identified for COLRI use will increase by 10% annually beginning in August 2011 through August 2013.

==Yellow.== *Progress continues with this goal. There is strong use of the COLRI in each of the respective colleges, led by the efforts of CCFA. There was not, however, uniformity across all colleges with a 10% increase in COLRI use for non-assigned COLRI classes. Additional efforts will be needed to reach the 30% total goal of involvement stated in 2.1.3 by August*

2013. This goal may need to be revisited: if there is active COLRI use in each college which meets the QEP and SACS expectations, then seeking to involve additional classes which are not "pre-selected" may not be significantly important.

2.1.4   During the implementation of the QEP, at least 15 faculty members will participate annually in professional development activities related to the University's QEP for a total of 75 at the end of the implementation of the QEP in August 2013.

Red. *Little, if any, faculty development was completed in the Spring 2011-Fall 2011 time period for the QEP. This is due, in part, to the transition of QEP directors (and Dean of First Year Studies) in June 2011. Plans are already underway for QEP faculty development activities for Spring 2012 and there is good confidence that 2.1.4 will be met by August 2013. In support of this objective, a faculty member has been added to the QEP project to specifically address faculty development issues. Additionally, work is in place to use members of the Alabama Writers Forum to support a Summer 2012 workshop on faculty development in engaged reading.*

2.1.5   Faculty and staff will participate in activities and events that support the creation of a culture of reading, such as attending readings/lectures given by authors who visit the campus; participating in planned programs where they read and discuss their own books and publications; using the New York Times in classes; leading a New York Times Talks lecture; planning and attending film festivals and theater productions; and engaging in other activities related to enhancing the culture of reading at Troy University so that by August 2013, 100 faculty and staff members will have participated in QEP support activities.

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

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

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

Yellow. *The SCOB Dean has provided an update on the progress of the College's pursuit of AACSB to the senior leadership of the University at the July 2011 Leadership Retreat. Year one activity (2010-2011) includes cost estimate to move to AACSB ($7-8 million), review of criteria and reorganization of curriculum within the business programs. In September 2011 the SCOB hired its AACSB consultant and completed the eligibility application for accounting and business programs. Both are currently under review by the consultant. The eligibility application was submitted to AACSB in January of 2012. The staff returned questions of concern and the SCOB is currently working on the response.*

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

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

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

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

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

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

2.2.5 Team will develop recommendations on what academic accreditations should be pursued, kept and/or eliminated in each of the five colleges (September 1, 2013).

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

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

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

2.3.1. Develop a structure of the University Honors Program (UHP), including assignment of responsibilities for administrative leadership of the Honors Program and campus location(s) for the UHP by May 2011.

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

2.3.2. Identify and request specific human, fiscal and financial resources necessary to support the delivery of the University Honors Program to Troy University students at all location(s) no later than December 2011.

 <mark>Red</mark> *This goal was not met. Failure to resolve 2.3.2 by May 2012 will have an adverse effect on successfully achieving objective 2.3 in the Strategic Plan. Discussions have been held between the SVC-AA and Associate Provost/Dean of Undergraduate and First Year Studies toward a solution to this specific objective. At this point, it is hoped that this condition can be reclassified to Yellow by Fall 2012.*

2.3.3. Develop a specific academic curriculum for the University Honors Program to be reviewed and adopted according to University policy by May 2012.

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

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

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

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

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

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

Summary: *As stated on the last report, work on this objective has been truly continuous at TROY for the past 28 years during the Desegregation Court Case. Several members of the Diversity Program Planning Committee have been active in once again attending diversity summits during this reporting period. A couple goals are complete, but other goals are just getting started*

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

2.4.1. By June 30, 2011, complete an analysis of minority students to determine how best to recruit the under-represented groups, as well as retain them through completion of their degree programs.

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

2.4.2. By June 30, 2011, develop a policy for the Chancellor's Cabinet approval to require racial representation on all search committees for professional and full-time faculty positions.

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

2.4.3. By March 31, 2012, conduct a bi-annual workshop for staff & faculty to promote and foster inclusiveness and diversity throughout Troy University.

> **Yellow.** *This goal has partially begun. A Diversity workshop with a "Brown Bag" Lunch was held on the Montgomery Campus on March 7, 2012. The facilitator/guest speaker was Ms. Georgette Norman, Director of the Rosa Parks. The bi-annual workshop will be expanded in 2013; however, was not University-wide due to budget constraints.*

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

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

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

> **Yellow.** *No change this reporting period. This goal planning has not yet begun. However, the Director of Human Resources has begun to evaluate the costs associated with developing this plan. She is comparing the costs to accomplish this plan with in-house resources versus out-sourcing the work.*

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

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

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

No further progress was made in the development of leadership/management training or developmental opportunities for faculty due to a lack of funds and the vacancy of the QEI position.

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

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

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

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

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

Red. *With the departure of Dr. Iris Saltiel, the QEI is not currently staffed. The plan for this goal was for the QEI to serve as lead. Without this resource, progress is currently stalled. Resources developed in previous years were posted to the University website, but new resources are not currently being developed.*

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

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

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

Some work was done during this period by the Deans and other University officials in advance of projected summer study abroad activities. Additionally, the College Deans briefed the Chancellor in January on study abroad activities, current and planned.

2.6.1. The Membership, in consultation with the Senior Vice Chancellor for Academic Affairs/Provost, will review the existing University policy/protocol documents regarding faculty international travel and student study-abroad activities, including expectations and requirements for faculty and students and will recommend a revised University policy by May 2011. The Membership will engage various University stakeholders and committees at the direction of the EVC/Provost in support of this goal

==Yellow.== *Some work has been done in this area, principally through the work of the College Deans. With the addition of a Director of Study Abroad for the University, more work is needed in this area. It is the understanding of the objective facilitator (Fulmer) that the SVC-AA will convene a preliminary meeting with selected officials to discuss current processes for faculty requests for support of study abroad travel.*

2.6.2. The Membership, in consultation with the Senior Vice Chancellor for Academic Affairs/Provost, will develop specific recommendations by May 2012 for increasing student study-abroad travel to an average of ten trips per college per year by 2015

==Yellow.== *Much of the work completed so far in this objective has been done by the College Deans. The Membership will convene in May, if possible, to address progress to date.*

2.6.3. The Membership will recommend a standardized curriculum for student study-abroad programs, in consultation with the appropriate academic review process by May 2012

==Yellow.== *This has not been completed but will be considered by the Membership in advance of Fall 2012. The College Deans have consistent expectations for their college study abroad programs and these expectations should form the basis for any standardized curriculum. Several colleges have adopted study abroad courses for use with student activities; these have been approved by the Undergraduate Academic Council and will appear in the UG Catalog.*

2.6.4. The Membership will work with the Senior Vice Chancellor for Academic Affairs/Provost and the College Deans to develop college-wide expectations for faculty travel internationally in support of student study-abroad programs by December 2012 including recommendations for the identification of specific locations for these programs

==Yellow.== *The work on this objective has been conducted by the College Deans so far. The Membership will summarize and extend the discussion on this objective in advance of the December 2012 deadline.*

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

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

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

Yellow. *The audit and inventory of current paper forms and workflows began May 2010. *Forms will be reviewed as new forms are added or updated.*

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

Green *Inventory review was completed October 2011.*

EchoSign: *5 forms for Human Resources are being reviewed and 8 forms are ready for Finance to test. *Forms will be reviewed as new forms are added or updated.*

Datatel: *Military affiliation component and Financial Aid self-help form*

Web Development: *6 new major forms and information processing systems*

2.7.3. Establish costs estimates for technology and training.

Green. *Please see the Pro Forma 3.1, Y1.*

EchoSign is one of the paperless products selected in the process. The estimated annual cost will be $18,500.00. Troy currently has an online training portal, which will be leveraged during the deployment process.

A new eSystems employee hired in January 2012 based on recommendation from the group. The employee has conducted end-user training and began the review process of additional forms.

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

Green. *EchoSign: 5 new forms completed; 8 forms for Finance are ready to be tested.*

*Forms will be reviewed as new forms are added or updated.

Document Imaging: Two new applications being developed within document imaging Journal Entries and VA processes

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

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

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

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

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

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.

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

Green. *2.8.1 has been completed although it will be important to update the trends as new ones are identified, as well as update the situation and market analysis. A presentation of trends and patterns was shared at the Fall 11 Enrollment Management Committee Meeting.*

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

Yellow. *Analysis in support of this objective is ongoing. Expected completion of a comprehensive report is September 2012.*

2.8.3. Conduct SWOT analysis by September 2011.

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

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

White. *Objective not completed. Expected completion date: September 12*

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

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

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

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

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

White. *Strategies and initiatives necessary to achieve this increase have been identified and will be ongoing. Measurement towards achieving objective will be reported September 2012.*

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

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

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

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

<mark>Yellow.</mark> *Survey work to gather comparative data for the Alabama Quality Award Gold Level continues. Institutional Research is currently conducting a second Round of the Great Colleges to Work For survey to gather comparative Data on faculty and staff satisfaction; a third round of the Noel-Levitz Student satisfaction Survey, and a third round of the National Survey of Student Engagement.*

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. *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. May 2012 rollout*
2. *Network Infrastructure Upgrades - in progress, architecture completed, bandwidth funding submitted*
3. *Wireless Network Enhancements – Complete, outdoor Wi-Fi under review*
4. *Internet Access Enhancements - Complete*
5. *ERP Ad-hoc reporting system - in progress, executive reports tested*
6. *Telephony integration across campuses/regions - in progress, funding under review*
7. *Ad-hoc Videoconferencing – Complete*
8. *Virtualized Desktop - In progress*

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

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

<mark>Green.</mark> *Completed March 2011. Troy University students commenced their inaugural participation in RecycleMania starting January 2011. The tournament ended in March.*

During the 10-week initiative, the Troy Campus collected over 34,000 pounds of recyclables, or about 4.6 pounds per person. The Troy campus participated again in the 2012 RecycleMania competition concluding at the end of March; results will be available next reporting cycle.

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

<mark>Green.</mark> *Completed October 2010. Established 24 new recycling centers on campus.*

To enhance communications a web page for recycling has been established that provides locations and floor plans identifying each recycling station. Additional updates in 2012 currently consist of process review and time study of the on-campus collection process.

3.2.3. Reduce campus-wide energy costs by 5% through energy conservation and by installing an array of solar energy electrical panels atop the Trojan Center to supplement power to the building.

<mark>Yellow.</mark> *Start date June 2010. Specific buildings from all Alabama campuses have been identified for lighting retrofits with investment paybacks.*

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

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

The energy plan will be available May 2012.

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

<mark>Yellow.</mark> *Start date June 2010. Finalized carbon footprint will be available in July 2012 at the same time when a sustainability plan developed for the University*

.

3.2.5. Establish a campus sustainability standard for space utilization, and facility and land

development by December 2013.

Yellow. *Start date fall 2011. Standards are currently being incorporated into the University Instruction to Architects and Engineers.*

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

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

3.3 Plan to optimize faculty, staff, and infrastructure to support enrollment growth.
An update was conducted of the annual analysis of growth needs for the next two years within each college and campus. The analysis was divided into two segments: personnel and facilities.

3.3.1. Conduct, review and develop a rolling two-year resource plan each summer that states the expected hiring needs for faculty and staff.
 <mark>Yellow.</mark> *An update of hiring needs for faculty and staff was conducted by each college and campus vice chancellor's office. A summary report from each college/campus is available for review as is an overall summary document.*

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

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

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. Working to finalize an instrument to effectively measure student satisfaction. Will finalize instrument by June 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 format to measure cycle time for project performance. Instrument will be presented to the strategic team for adoption in June 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 2014.*

Yellow. Additional Residence Halls – Troy campus. *Start date June 2010. Anticipated construction start date between Newman and University is Spring 2012.*

Yellow. Sartain Hall. *Start date June 2010. Currently in the planning stage. Project is expected to proceed after the new arena is completed in 2013.*

Yellow. Janice Hawkins Park and Amphitheater. *Start date June 2010. Construction started December 2011. Projected completion schedule November/December 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 Fall 2013 after Long Hall project is completed.*

Yellow. Tennis Program. *Start date June 2010. Currently under A&E and administrative review. Projected completion 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. Construction start date 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.*

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

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

3.5.1. Develop a vision statement and definition of "community development" to lead Troy's strategic goals. To be completed by October 15, 2010

Green. *Completed October 25, 2010.*

3.5.2. Identify and build on existing community development activities currently being conducted on the Alabama campuses. Conduct survey of current activities of community development on or before December 31, 2010.

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

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

Green. *Dothan Campus completed October, 2008.*

3.5.4. The "CUP", consisting principally of University personnel, will make recommendations pertaining to proposed partnership initiatives and methods of coordinating and improving existing partnerships to designated administrators. The Campus Vice Chancellor's and Advisory Councils for each campus will make recommendations regarding existing partnership arrangements and directions for future arrangements to the Chancellor of Troy University or his designee. This will be an ongoing objective, measured by contracts, grants, special events generated by "CUP". To name some of the units that will assist in this objective i.e. Professional Development Institute, CIBED, Continuing Education, Johnson Center for Economic Research, Davis Theatre, Sponsored Programs, Academic Divisions, Athletics', Chamber of Commerce, Local/National Foundations, State Educational Agencies, Gov. Agencies of local communities, National Gov. Agencies, Non-Profit Agencies, Local Business/Industries, and Corporations etc. To be completed by December 31, 2015

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

3.5.5. Each campus will work to develop Economic Partnerships that is similar to the Troy University - CGI relationship. To be completed by December 31, 2015

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

3.5.6. Develop Partnership Survey for External Partner Form, Partnership Opportunities, Troy University Staff Adding a Current Partner Form, FAQS, and Links, to be completed by December 31, 2010

Yellow. *Discussion was held on October 25, 2010. Survey has not been completed. A meeting will be scheduled in July, 2012 for further discussion.*

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

During the time period of January through March 2012, the achievements documented in earlier reports have been sustained and additional incremental but positive progress has been made the areas remaining incomplete.

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

Yellow. *The quantity of coverage of TROY athletics events on TrojanVision has increased to the maximum level sustainable with existing human resources. In addition, through sharing budget resources to purchase fiber and other infrastructure, the Broadcast and Digital Network has ensured that quality of TrojanVision coverage of athletics and other events held in the new Trojan Arena will meet or exceed expectations.*

In radio, permission was granted to fill a vacancy created by the retirement of the Operations Manager, and the Broadcast and Digital Network division is actively seeking an individual who will, among other responsibilities, oversee ongoing improvements in programming.

The Troy University mobile application for iPhone, Android and Blackberry is now available and includes links to athletics events as well as other key University activities and functions.

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

Yellow. *Points of progress include the replacement of a vacancy in the Athletics Director of Media Relations position and significant news coverage for the University's 125th Birthday activities and the performance of "Band Geeks," the Phenix City groundbreaking, hiring of new women's basketball coach, and other topics.*

3.6.3. Offer media training for faculty and staff annually (i.e., Year 1 – UR, Year 2 – distinguished alumni, Year 3 – Print Media Expert, Year 4 – Broadcast Media Expert, Year 5 – Roundtable)

Yellow. *In the summer of 2012, University Relations will again make personalized media training available to faculty and staff. Because we were unable to generate widespread interest in the summer of 2011, this year University Relations will target key individuals who can be routinely made available to reporters as expert sources.*

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

Green. *As reported previously, 3.6.4 has been completed.*

3.6.5. Expand awareness and access to Troy University sports activities information through the sports information web site, by achieving a 100% increase in visits to the web site by 2013

Green. *As reported previously, 3.6.5 has been completed.*

3.7 Establish a comprehensive University Archival Program.

A request to fill the University Archivist position has been submitted, returned with questions, and the request was resubmitted with responses to the questions. A meeting and walk through for the remodeling was completed but results from the Physical Plant are still awaited. An initial grant was submitted and rejected. Discussions continue regarding applying for another grant.

3.7.1. Obtain a firm commitment of physical space for the permanent location of the Troy University Archives* and remodel that space as necessary.

   Yellow. *The physical space is available and committed. Physical Plant has done a walk through of the location and is in the process of creating a plan and getting a cost estimate for the remodeling.*

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

   Red. *A request to fill the position of University Archivist was submitted late due to the fact that new positions were put on hold. The request has since been submitted, returned with questions, responses to the questions have been returned and the request has gone to the Chancellor for consideration. A new fill date of August 1, 2012 has been suggested.*

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

   Red. *The original grant deadline was met but the grant request was denied. Discussions continue regarding the efficacy of applying for the grant without the University Archivist position being filled.*

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

   White. *A specific date for the preparation of the operational guidelines has not been established but discussions continue in fits and starts.*

3.8 Pursue opportunities to enhance the quality of athletic programs.

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

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

==Yellow==- ==Green.== *The Office of Student-Athlete Services continues to be the area of academic enhancement. This office is open from Sunday night through Friday afternoon and houses study areas, computer rooms and tutorial services. This area is available for more than 400 student-athletes. During the Fall semester, student-athletes logged in 23,694 hours of study time and 218 student-athletes had 3.0 or higher grade point averages for the semester. During this academic year, utilizing the GradesFirst Academic Software system, the Office of Student-Athlete Services was able to electronically submit 13,295 requests to Faculty for academic progress to which 8,554responses have been received to date.*

Additionally, the Office of Student-Athlete Services coordinates the Student-Athlete Advisory Committee which has a two-fold purpose. This is a representative body of the student-athlete population which is (1) the voice for all student-athletes, and (2) acts as the community service arm for student-athletes. This group has been highly engaged in projects such as canned food drives, Read Across America, raising funds for underprivileged children, etc...

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

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

==Yellow.== *Operating budgets are continually evaluated for areas of maximum support. There is a healthy balance between fiscal responsibility and competitiveness for each team. While each cost center remains within budget, Athletics continues to search for new revenue streams from both the private and public sector. From a facilities standpoint, monthly meetings continue as we are in the process of building a new basketball arena. Preliminary architectural drawings have been made to upgrade the areas of tennis, golf, softball and football. Potential donors and revenue generation have been identified to offset costs. There is continual donor cultivation to generate revenue for facility upgrades.*

3.8.3. Adhere to the mission and goals of the University, the University's commitment to diversity and equity access, the mission and purpose of Troy Athletics, while complying with the Sun

Belt Conference and NCAA Division I-A standards, rules, and regulations.

==Yellow.== *There are two Departmental annual goals submitted toward equity and diversity. The Athletics Department is to complete the ongoing interest and ability surveys to assure compliance with Title IX. These surveys are distributed in the summer at IMPACT. The other goal is to install lights at the soccer/track complex. Since the track is utilized by the community, initial conversations have begun to explore the possibility of receiving a grant from the State of Alabama to provide lighting for security purposes in this area. These conversations are still in the initial stages.*

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

3.8.4. Troy University Athletics will be the premier program in the Sun Belt Conference and will be positioned for viable candidacy for any future Conference Expansion and/or Realignment.

==Yellow.== *This objective will be evaluated on an annual basis. Each varsity sport participating in the Sun Belt Conference will be ranked on place finish at the end of the year. The 2010-11 season ended with Troy finishing 10 in the Conference. However, the new 2011-12 season has begun and each head coach has reviewed their strategies with the Director and Associate Director of Athletics on completing their respective seasons in the top tier of the Conference. After the Fall 2012, Troy is currently in last place in the Bubbas Cup.*

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

==Yellow.== *The Troy Athletics Media Relations and Promotions Department continues to utilize all forms of electronic media to tell the Troy story. Stories are on facebook, twitter, text, electronic mail, and located on the web site. Further, the Athletics Department has transitioned into online media guides that drives more traffic to the web site. Finally, staff personnel attend numerous speaking engagements to tell the Trojan story. These include coaches speaking at alumni functions, compliance officers speaking to booster clubs, the athletics development staff soliciting revenue, and the Director of Athletics speaking to various organizations.*