Fulfilling the Promise: The Strategic Plan for 2010 - 2015

Year 3
1st Quarterly/Semiannual Report
Covering October – December 2012
VISION - 2015

Troy University will provide academic programs worldwide that incorporate both classroom and online delivery for traditional and adult students. Within a “culture of caring,” Troy University will foster excellence and leadership in its graduates. The University will be Alabama’s leading international institution, serving over 50,000 students with 100% of its academic programs utilizing online technology.

Executive Summary

This Executive Summary lists the 10 Objectives reviewed on a quarterly basis. Each is listed under its Corresponding Initiative, and each Objective has a 1-2 paragraph summary of progress made during the period covered by the quarterly report. Reading these brief but comprehensive Objective summaries will provide the reader with a good synopsis of progress made on the Strategic Plan. For those wanting more information about the Objectives, the remainder of the report lists each Goal under the Objectives providing more details on the status of each goal but still keeping the report succinct. Each goal has a one-word color code to enable the reader to see at a glance the status of the Goal. The color code will also facilitate later statistical analysis of progress on the Strategic Plan.

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.

All areas are currently achieved or in progress toward completion.

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.

Troy military students were singled out for scholarship awards by NAIMES and CCME and the Chancellor has been asked and has agreed to be a speaker on the President’s Panel at the CCME Annual Conference. The University was once again identified as being military supportive by both GI Jobs and Military Advanced Education. This helps to continue to build the brand, brings additional exposure to the University and creates opportunities for us to tell the TROY story. These opportunities are important for our marketing mix, particularly for our Global Campus Sites, as our advertising spent at the local levels continues to be minimal and generating significant numbers of interested military student leads continues to be challenging.

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, there have been significant changes to some of the goals for Objective 1.4. Specifically Goals 1.4.4 and 1.4.5 have had dramatic improvements. The college deans have added numerous new degree programs, concentration or options at most Alabama Campuses, as well as eTroy. In addition to adding new programs, they have also discontinued numerous under-performing programs. While, several of the goals are on hold pending further resources or further actions on the part of Trenholm State Technical College, progress still has been made.
1.5 Increase grants, contracts, and research productivity.

*There are three core initiatives that comprise S.O. 1.5.*: The University will work to increase:

1) grant and contract productivity for faculty and staff; 2) increase research productivity for faculty; 3) work to ensure research opportunities for students.

**The University will work to:**

1) **Increase grant and contract productivity for faculty and staff.**

Sponsored Program productivity is progressing through consistent 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.

A single issue’s resolution remains to be resolved. Presently we are challenged to differentiate between the types of grants and those that involve research components. To date, grant awards/accounts are coded by accountants for each grant and the process does not account for a combination of activities (e.g. Community support and research). This issue is being addressed by the University Research Council. Defining “Research” as it applies to grants and contracts currently awarded is the remaining critical component need to correctly capture all research activities. Additionally new program reports need to be created for all research centers, to include the Manley Johnson Center for Economic Development.

2) **Increase research productivity for faculty.**

Progress is clearly being made in the ability to capture and report faculty intellectual contributions, creative works, scholarship and research across the University more accurately. The purchase and implementation of Digital Measures has been very helpful in collecting and reporting faculty research productivity. The numbers of projects reported are being distributed across more faculty participants. The ability to report scholarly work in a common and consistent way and to use research activities in Tenure and Promotion decisions has contributed greatly to the increased activities in this Strategic Initiative. Scholarly activity that is reported according to common categories and annual reporting has greatly facilitated both the accuracy of reporting and encouraged all faculty members to engage in research activity across the University. To date, 99% of all full-time faculty members have currently reported their intellectual activities.

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

3) **Ensure research opportunities for students.**

The purchase and implementation of Digital Measures has been very helpful in collecting and reporting faculty research productivity. However, a common reporting system is still needed to collect student research and Student Learning Objectives, opportunities and productivity across the University. The reported student research activities exceed 900 projects across all levels of study at TROY. This goal has been met and greatly exceeded expectations.
1.7 Successfully complete the Capital Campaign.

*Our December 31, 2012 benchmarks for the Capital Campaign are to reach at least $150 million overall, with a Development goal of $75 million. As of December 31, 2012, we have surpassed our overall goal, having raised almost $180 million. The Development total was $72.9 million which is 97.2% of our goal.*

As of December 2012, we have added approximately $2.1 million in planned gifts toward our goal of $2 million – or we surpassed our goal.

1.8 Establish a TROY Professional Development Institute.

*Evaluations continue on development of programs to establish a TROY Professional Development Institute within existing budgets.*

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

*We are in the planning stages for the 2013-2014 budget cycle. The budget instructions, training guide, preparation calendar and departmental comparison reports will be released to all budget officers during February 2013. All departmental budget requests will be due March 31, 2013. The review of budget requests by deans, directors and senior administrators will take during April 2013. Divisional budget requests will be reviewed by Financial Affairs and cuts will be negotiated where necessary.*

*Budget to actual results are presented to Dr. Jim Bookout, Senior Vice Chancellor for Finance & Business Affairs, on a monthly basis. Purchases and budget amendments are reviewed on a daily basis to ensure funds are available and are appropriately used.*

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

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

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

3.4 Pursue renovation and construction opportunities.

- *Sartain Hall. Currently in the development stage.*
- *Janice Hawkins Park and Amphitheater. Construction started December 2011*
- *Stewart Hall. Currently in the development/planning phase. Anticipated construction start is Fall 2013 after the new Long Hall project is completed in July 2013.*
- **Tennis Program.** Currently under A&E and administrative review. Anticipated construction start is 2013/14.
- **Dothan Campus -** Project approved 2012; concept and finalization of funding currently under administration review.
- **Montgomery Campus -** Fund raising actively on-going. Student enrollment a factor in justifying the project.
Progress Made on Strategic Objective Goals
For each goal under an objective, the team leaders have used the color code described below and provided a brief (1-2 sentence) synopsis of progress made on that goal during the quarter.

- **White** means the goal has not been scheduled to start yet. If there is a projected start date included in the Action Plan, this date should be listed.
- **Red** means the projected or logical start date has not been met or that the Action Plan has fallen significantly behind schedule. A brief explanation of why the goal has not been started or other problems should be stated.
- **Yellow** means that work on accomplishing the goal is underway.
- **Green** means the goal has been accomplished. The completion date should be listed and any summary comments made.
1.1 **Expand the number of undergraduate and graduate programs and concentrations available to our students where there are unmet needs and assess the viability of current program offerings.**

*All areas below are currently achieved or in progress toward completion.*

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

   **Green**.  Achieved for 2012-2013 and already achieved for 2013-2014 with numerous undergraduate and graduate programs, across all Colleges, approved by ACHE at its September and December 2012 meetings for delivery in Fall 2013. Additional numerous programs, undergraduate and graduate, are on the agenda for approval at the March and June 2013 ACHE meetings.

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**.  Achieved with several programs for 2012-2013 and 2013-2014, most notably the revision of the General Business major which will eliminate eight (8) existing majors and incorporates them as new concentrations. Approval by ACHE is anticipated at the March 2013 meeting. Additional consolidations include concentrations revised as part of their incorporation into the new School of Hospitality, Tourism and Sport Management in the College of Health of Human Services. Additionally, the Associate degree in Business Administration is scheduled for deletion with ACHE approval at the March 2013 meeting. Finally, all Bachelor of Arts in Business Administration majors are scheduled for deletion from the ACHE inventory at the March 2013 meeting.

1.1.3. An operational method for assessing unmet student needs and for tracking growth in current “programs and concentrations” will be developed by May 2011 by the Membership of this Strategic Objective in consultation with the Executive Vice Chancellor and Provost and reviewed by various University committees at his direction.

   **Green**.  Completed by each College Dean.

1.1.4. An operational method for assessing the viability of “programs and concentrations,” including a definition of what constitutes viability will be developed by May 2011 by this Objective Team in consultation with the Senior Vice Chancellor for Academic Affairs and Provost and reviewed by various University committees at his direction.

   **Green**.  Completed by each College Dean.
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.

Yellow. Colleges continue to submit proposals for development and implementation for new eTROY program options. Although no formal plan has been developed, Global Campus has worked directly with each of the colleges to develop priorities for on-line program development through the Director of Instructional Design. Progress of strategic objective 1.2.1 shows progress to fully integrate online learning activities into the academic colleges. In Term 3, Global Campus began the migration of course construction within Datatel and term scheduling to the Sorrell College of Business and the College of Arts and Sciences for all academic activity within Global Campus. The College of Education has been identified as the next College to submit a structure proposal to the SVCAA and upon approval will assume similar responsibilities for course construction and term scheduling. In addition, eTROY Instructional Design developed and implemented a Faculty Feedback Group to allow the colleges input into course design planning and development. To date the University has approved 12 program options for Term 1 2013 and 21 new program options for Term 1 2014. Curriculum is always reviewed and updated. Along with those changes and additions, the units of eTROY will continually include the Colleges, as done now, in instructional design, scheduling, assessment and quality assurance.

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

Yellow. Global Campus, in conjunction with Marketing and Communications commissioned a comprehensive Market Analysis of the Florida Gulf Coast. The report has been presented and reviewed to the academic deans who are using the analysis to determine what programs should be placed in the district. Informal market analysis continues to be conducted in conjunction with each college and District to determine market needs. eTROY analysis has been completed on selected programs through Eduventures. A university wide marketing analysis for all academic programs will be address by the Associate Vice Chancellor for Marketing and Communications. Completion of a pro forma has been placed on hold.

1.2.3. Review options for providing resources to increase student access to TROY programs with use of technology each year during budget planning process (April 1, 2011, 2012, 2013, 2014, and 2015).

Yellow. Resources are to be addressed in College budget plans.
1.3 Create a comprehensive approach to serve the needs of military and veteran students and their families.

The quarter from October to December 2012 was highlighted by the two initiatives discussed in 1.3.2 below.

Also, Troy military students were singled out for scholarship awards by NAIMES and CCME and the Chancellor has been asked and has agreed to be a speaker on the President’s Panel at the CCME Annual Conference. The University was once again identified as being military supportive by both GI Jobs and Military Advanced Education. This helps to continue to build the brand, brings additional exposure to the University and creates opportunities for us to tell the TROY story. These opportunities are important for our marketing mix, particularly for our Global Campus Sites, as our advertising spent at the local levels continues to be minimal and generating significant numbers of interested military student leads continues to be challenging.

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, Yellow. While the initial needs analysis was completed in early Winter 2011, the survey that served as a basis for the analysis was administered for a second time in January 2013 in order to determine if perceptions of the university and its services and support systems have changed over the two year period and if answers reflect a change in priorities and/or needs of the student population served. Responses will be analyzed in February/March 2013.

1.3.2. Based on that research, craft a Strategy designed to create a comprehensive approach to serving the needs of military students and their families, that will address suggested changes to current policy, procedure, practice and the 5 elements of the marketing mix (product, price, place, promotion, people) and that will, when implemented, demonstrate our commitment to better serving those needs by 30 April 2011.

Yellow. Work on S.O. 1.3 can be defined as constantly identifying new and more effective ways of serving our Military population. To that end, two important steps were taken during the October to December 2012 quarter that will have positive impact on the service provided to our military students.

In December, Troy University launched an initiative aimed at supporting military and veteran students’ academic and career success through the TROY for Troops Center. The center will serve as a one-stop center where military students, both online and in-classroom students, can access a variety of University services ranging from financial aid, advisement and counseling to problem resolution. It is believed that this new service will contribute to increased student satisfaction leading to increased retention and completion rates within this population.

Additionally, a blackboard classroom environment has been created for the military students. This environment will serve as an information repository, a resource locator and will provide a communication network for military student to military student and military student to faculty and staff (and vice versa). Initially, it was hoped that a private Facebook page could have been provided for the military community. As this proved to be undoable, this Blackboard vehicle will serve in its place.
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. Base line enrollment was established at 6,444, based on enrollment at the university in Fall T2/2011. Retention and graduation guidelines are more difficult to establish as baseline metrics are not available. Consideration is now being given to the development of a report to track these metrics (this data will also likely fulfill regulatory requirements being established by the President’s Executive Order of late 2012).

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. Growth target was not met for beginning of new academic year and is in keeping with the enrollment trend of the university. It is anticipated that this trend will reverse as new recruiting staff are hired, trained and become active in their geographical areas in Global Campus. As previously mentioned, it is hoped that advertising dollars will become available in the near future for local marketing and promotional activities at individual Global Campus sites.

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

Yellow. Impact of changes already introduced will be measured during the analysis of the responses to the Military Student Survey. Deadline for the receipt of responses has been agreed at 15 February 2013. New measures taken during the period are addressed in 1.3.2 above.

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

Yellow. The MEAC has been and continues to be regularly updated on Strategic Objective 1.3 progress.
1.4  **Expand access to academic programs for students through eConnections, a National Guard Connections initiative, online educational support for the River Region, and increased program offerings on the Alabama campuses.**

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

*Overall, there have been significant changes to some of the goals for Objective 1.4. Specifically Goals 1.4.4 and 1.4.5 have had dramatic improvements. The college deans have added numerous new degree programs, concentration or options at most Alabama Campuses, as well as eTroy. In addition to adding new programs, they have also discontinued numerous under-performing programs. While, several of the goals are on hold pending further resources or further actions on the part of Trenholm State Technical College, progress still has been made.*

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.** Unfortunately, this objective’s goal is incomplete due to economic conditions and budget challenges by the City of Prattville, as well as Troy University. Ray White met twice with the Mayor of Prattville and other city leaders during the past two years. They are very interested in having a university’s presence in the City of Prattville. They are not able currently to provide space and financial assistance to Troy University to establish a Troy presence in their city. 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, plus an estimated $250,000 per year for the next several years. There would be very little direct revenue produced for at least five years, but Troy University would get indirect revenue from recruiting both resident and online students by having a presence in Prattville. The University would also benefit by getting the Troy name out more in Prattville. In addition, the services offered to the businesses and the citizens of Prattville will help bring favorable attention to the University. Even with these indirect benefits, due to the budget challenges for both Troy University and the City of Prattville, I am recommending that this goal be deferred until 2014 or 2015.

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.** This goal is on-going, but it is a “slow go” due to budget constraints in hiring more staff to work the National Guard units. While the Phenix City recruiter is making concerted effort to reach the Guard units on weekends, and as much as possible, there are simply too many units and only one recruiter. In addition, the units are small and access to the Guard members is not always easy due to tight training time during their weekend drills. The Coordinator at Phenix City will continue to work with the Guard as much as he can, but eventually, more staff will be needed to recruit at weekend guard training units. It is nearly impossible to make a significant impact with only one recruiter. All Guard units have their training and education networking opportunities on weekends during their weekend drill sessions, which are spread out all over the state. To make any real recruiting impact, at least four or five recruiters will be needed. This could be done with part-time recruiters or contract recruiters. The committee for this objective recommends that completion of this goal be deferred until 2014 until budget conditions improve to hire more recruiters to visit these Guard units.
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 objective’s goal has not been completed; however, it was not due to Troy University’s lack of effort. Trenholm State Technical College’s conversion to a community college has been delayed for submission to SACS because the College is not yet ready for SACS to review. According to President, Sam Munnerlyn, SACS approval was delayed again due to changes that need to be done with Student Learning Outcomes (SLOs). He now expects the community college status to be approved by SACS by summer 2013, and on the agenda for announcement at the December 2013 Annual Meeting. The “3-4” Connection will be pursued by Troy University once Trenholm is approved for community college status.

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.** This objective’s goal was completed for 2011 by adding the Bachelors of Science in Criminal Justice at the Phenix City Campus 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. This may also change after the new College of A&S and SCOB analyzes what programs are needed for the colleges at the various locations. It appears that there are some tentative plans to add more programs at all locations.

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.** This objective’s goal was met for the year 2011 and 2012. Two or more new academic programs were started on most Alabama Campuses during 2011 and 2012. More are on track to be added for 2013 and 2014. The deans of the colleges are including information in their Chancellors’ Briefings about these programs. In addition to new programs, the Montgomery Campus began offering daytime courses in spring, summer and fall 2012. Daytime courses have exceeded expectations in Montgomery with over 100 courses offered and 90+ courses made for spring and fall semesters.
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: 1) grant and contract productivity for faculty and staff; 2) increase research productivity for faculty; 3) work to ensure research opportunities for students.

The University will work to:

1) Increase grant and contract productivity for faculty and staff.
   Sponsored Program productivity is progressing through consistent 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.

A single issue’s resolution remains to be resolved. Presently we are challenged to differentiate between the types of grants and those that involve research components. To date, grant awards/accounts are coded by accountants for each grant and the process does not account for a combination of activities (e.g. Community support and research). This issue is being addressed by the University Research Council. Defining “Research” as it applies to grants and contracts currently awarded is the remaining critical component need to correctly capture all research activities. Additionally new program reports need to be created for all research centers, to include the Manley Johnson Center for Economic Development.

2) increase research productivity for faculty.
   Progress is clearly being made in the ability to capture and report faculty intellectual contributions, creative works, scholarship and research across the University more accurately. The purchase and implementation of Digital Measures has been very helpful in collecting and reporting faculty research productivity. The numbers of projects reported are being distributed across more faculty participants. The ability to report scholarly work in a common and consistent way and to use research activities in Tenure and Promotion decisions has contributed greatly to the increased activities in this Strategic Initiative. Scholarly activity that is reported according to common categories and annual reporting has greatly facilitated both the accuracy of reporting and encouraged all faculty members to engage in research activity across the University. To date, 99% of all full-time faculty members have currently reported their intellectual activities.

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

3) ensure research opportunities for students.
   The purchase and implementation of Digital Measures has been very helpful in collecting and reporting faculty research productivity. However, a common reporting system is still needed to
collect student research and Student Learning Objectives, opportunities and productivity across the University. The reported student research activities exceed 900 projects across all levels of study at TROY. This goal has been met and greatly exceeded expectations.

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.

- **Green** - Manager training is ongoing. Team meetings are assembled for new managers who have secured “projects of significance”. These teams consist of representatives from Purchasing, Human Resources, Accounting, project and supervisory staff. Well trained University team members provide fewer points of resistance in processing faculty grant awards, proposals and interagency support.

- **Green** - The one stop website is operational and is located here: [http://trojan.troy.edu/osp/managing-success/index.html](http://trojan.troy.edu/osp/managing-success/index.html). This site is regularly updated and is currently undergoing a site revision. Additionally, budget resources and information are also linked here: [http://trojan.troy.edu/osp/writing-great-proposals/budget.html](http://trojan.troy.edu/osp/writing-great-proposals/budget.html)

B. Increase Sponsored Programs competitive proposals by offering training and workshops for faculty; working with faculty and deans to identify areas in which writers need training; locating training and workshop opportunities; and facilitating and offering workshops.

- **Yellow** – A summary of competitive activity is referenced below:

![Graph]

Although competitive proposal submissions have increased significantly since 2003-2004, competitive submissions have declined slightly over the past three years. 2011-2012 does reflect a slight increase in competitive dollars secured from the previous year. Faculty load is a significant factor in proposal development. OSP is committed to providing support and resources to encourage faculty to develop proposals for external funding. OSP has committed that we will increase competitive proposal submissions by 10% from base year 2010-2011 to 2015. The
competitive base (calculated at August 30, 2011) of competitive dollars submitted is $15,683,626. Final competitive dollars pursued to date for fiscal year 11-12 were at 88% of the base.

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

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<th>Fiscal Year</th>
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*includes 33 one-on-one faculty meetings entitled “Getting to Know You”

C. Increase Sponsored Program staff and resources to accommodate growth of sponsored program activity, including full-time positions in both pre-award and post-award areas.

- **Red** – Sponsored Programs continues to meet the increasing demands of a rapidly expanding operation with a skeletal staff. OSP is supported by two full time professional staff members with one full time support staff member. Two workshop positions are approved and filled. A graduate assistant has been approved but not filled. Additional staff is needed to continue to provide the caliber of support required by a deadline driven office; however, position requests are not filled due to proration.

D. Progressively increase overall sponsored program activity, revenue and indirect cost: maintain or increase sponsored program activity each fiscal year; maintain or increase revenue spent each fiscal year; and generate or exceed the university’s budget for indirect cost. In addition, to increase by 100% sponsored program revenue using 2010 as baseline.

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

Data is current through December 2012.
Data for 2007-2008 excludes a $15,000,000 NIST grant which was not funded.
Data for 2008-2009 excludes a $13,818,242 ARRA grants which were not funded.

**Revenue**

as of 12.30.12
Indirect Cost

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

The 2015 goal has been accomplished.

E. Increase faculty awareness of research opportunities, increase submission of research proposals and provide resources to enhance the success of submitted research proposals in order to increase competitive proposal submissions from base year 2010-2011 to 2015 by 10%.

• OSP has committed that we will increase competitive proposal submissions by 10% from base
year 2010-2011 to 2015. The competitive base (calculated at August 30, 2011) of competitive dollars submitted is $15,683,626. **Total competitive dollars pursued for fiscal year 11-12 closed at 88% of the base.**

### Competitive Proposal Summary

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

- **Green** – Faculty intellectual contribution and scholarly activity report – A University goal was set for AY 2014-15 for faculty to produce an average of 8.0 projects per faculty member over a three year period. Faculty research activities were assessed according to the number of research projects per faculty member for the last four years: AY 2008-09 – 6.8 projects, AY 2009-10 – 7.3 projects, AY 2010-2011 – 3 projects, AY 2011-2012 – 5.3 projects and AY 2011-2012 – 5.3 projects.

  Faculty self-reported research activity via an online survey during the first two-year period from AY 2008 – 2010. The online research activity survey was distributed to all full-time faculty members. Not all faculty teaching during this two year period elected to participate in the voluntary annual survey. It was found that those who did self-report their research activity were engaged in significant research activities. The ratio of the numbers of research activities to faculty members reporting reflected unusually high participation rates of 6.8 and 7.3 respectively. This trend did not continue once all faculty were required to report current research activities annually.

  In AY 2010-2011 a common faculty reporting system for intellectual activities (Digital Measures) was initiated. The first year of standardized reporting showed that 99% of the full-time faculty teaching in AY 2010-2011 created Digital Measures accounts for reporting research, scholarship, creative activities, service and teaching activities. The 569 faculty members participating reported an average of three projects per faculty member over a three year period in AY 2010-2011.

  In AY 2011-2012, 352 faculty members (of 569 total faculty members) reported updates of 1,883 scholarly activities or an average of 5.34 projects per all faculty members teaching during this period. The details include 242 individual faculty members reported 1,020 papers, articles, books
and reviews; 45 individuals reported 154 creative work activities; and 224 individuals reported giving 709 presentations.

The selected goal of an average of eight intellectual contributions, scholarly activities and projects reported per faculty member over a three year period requires an adjustment to two projects annually as of October 2012. The completion of four annual reporting cycles reflect a continued norming of one to two scholarly activities per faculty member per year. Achieving the goal of faculty producing an average of eight scholarship projects between AY 2008-2009 and AY 2014-2015 is unrealistic when all full-time faculty are considered. The readjusted total of six should be very obtainable.

Progress is clearly being made in the ability to capture and report faculty intellectual contributions, creative works, scholarship and research across the University more accurately. The numbers of projects reported are being distributed across more faculty participants. The ability to report scholarly work in a common way and to be considered in Tenure and Promotion reviews has assisted the Strategic Initiative to increase research activity greatly. Common scholarly activity reporting categories and required annual reporting has greatly facilitated both the accuracy of reporting and encouraged all faculty members to engage in research activity across the University.

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

- **Green** - Increase the number of faculty seeking internal research grants – Faculty continue to make progress toward meeting the goal of 30 faculty members seeks internal research grants annually by AY 2014-15. Faculty research activities were assessed according to the number of faculty receiving internal research grants for the last four years. The results are very promising, as more faculty members each year are submitting requests for research grant support. This reflects the increasing number of faculty conducting research across the University. In AY 2008-09 – 76 faculty grant recipients were awarded $50,831; AY 2009-2010 – 68 faculty grant recipients were awarded $79,447; AY 2010-2011 – 92 faculty grant recipients were awarded $108,807; and AY 2011-2012 – 128 faculty grant recipients were awarded $107,721. The anticipated goal for 2014-2015 was to have 30 faculty members receive internal research grants. This goal has been met and greatly exceeded. With institutional support, faculty members are more likely to conduct research and present at regional and national conferences as evidence by the increasing number of research grant awards.
  
  *This strategic objective has been met.*

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

- **Green** - Ensure research and grant opportunities for students – The number of graduate students seeking external research initiatives were assessed: AY 2008-09 – 3 projects for $1,191, AY 2009-10 – 4 projects for $1,491, and AY 2011-2012 – 5 projects for $2,036 was achieved. Deans are working with faculty to encourage greater student research within courses and application for external student grant funding for research. Student engagement in the submission
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of grant requests remains relatively constant.

Additionally in AY 2010-2011 and AY 2011-2012 an online survey was submitted to all full-time faculty members asking that each report all student research, creative activities or scholarly activities that occurred beyond the requirements of their courses. In AY 2010-2011, 149 faculty members reported 828 student intellectual activities across all five colleges.

2011 Student Research Activities

<table>
<thead>
<tr>
<th>College</th>
<th>UG Intellectual</th>
<th>GR Intellectual</th>
<th>UG Presentation</th>
<th>GR Presentation</th>
<th>UG Creative</th>
<th>GR Creative</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Sciences</td>
<td>25</td>
<td>10</td>
<td>20</td>
<td>24</td>
<td>6</td>
<td>2</td>
<td>87</td>
</tr>
<tr>
<td>Communication &amp; Fine Arts</td>
<td>33</td>
<td>22</td>
<td>128</td>
<td>17</td>
<td>103</td>
<td>19</td>
<td>322</td>
</tr>
<tr>
<td>Education</td>
<td>30</td>
<td>23</td>
<td>42</td>
<td>34</td>
<td>8</td>
<td>47</td>
<td>184</td>
</tr>
<tr>
<td>Health and Human Services</td>
<td>44</td>
<td>31</td>
<td>35</td>
<td>31</td>
<td>1</td>
<td>5</td>
<td>147</td>
</tr>
<tr>
<td>Sorrell College of Business</td>
<td>9</td>
<td>45</td>
<td>3</td>
<td>22</td>
<td>3</td>
<td>6</td>
<td>88</td>
</tr>
<tr>
<td>Grand Total</td>
<td>141</td>
<td>131</td>
<td>228</td>
<td>128</td>
<td>121</td>
<td>79</td>
<td>828</td>
</tr>
</tbody>
</table>

In AY 2011-2012 – 275 faculty members reported 828 intellectual activities across all five colleges.

2012 Student Research Activities

<table>
<thead>
<tr>
<th>College</th>
<th>UG Intellectual</th>
<th>GR Intellectual</th>
<th>UG Presentation</th>
<th>GR Presentation</th>
<th>UG Creative</th>
<th>GR Creative</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Sciences</td>
<td>59</td>
<td>18</td>
<td>44</td>
<td>22</td>
<td>16</td>
<td>16</td>
<td>175</td>
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<tr>
<td>Communication &amp; Fine Arts</td>
<td>22</td>
<td>8</td>
<td>25</td>
<td>12</td>
<td>264</td>
<td>5</td>
<td>336</td>
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<tr>
<td>Education</td>
<td>10</td>
<td>34</td>
<td>38</td>
<td>174</td>
<td>15</td>
<td>11</td>
<td>282</td>
</tr>
<tr>
<td>Health and Human Services</td>
<td>9</td>
<td>27</td>
<td>12</td>
<td>44</td>
<td>1</td>
<td>0</td>
<td>93</td>
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<tr>
<td>Sorrell College of Business</td>
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<td>2</td>
<td>1</td>
<td>10</td>
<td>8</td>
<td>7</td>
<td>31</td>
</tr>
<tr>
<td>Grand Total</td>
<td>103</td>
<td>89</td>
<td>120</td>
<td>262</td>
<td>304</td>
<td>39</td>
<td>917</td>
</tr>
</tbody>
</table>

Excellent progress is being made in the report and the number of student research, creative and scholarly activities occurring during each academic year. This strategic objective has been met and continues to evidence exciting results of productive student and faculty engagement in productive inquiry and creative works.

This strategic objective has been met.

**Yellow** - Student thesis projects will be reported as a parameter of individual student research inquiry activities – students produced 157 theses in AY 2009-2010. Annual thesis activity during AY 2010-2011 and AY 2011-2012 average 10 – 15 thesis projects and 10 to 18 doctoral residency projects. A common reporting system is still needed to collect student research and Student Learning Objectives, opportunities and productivity across the University.
1.7 Successfully complete the Capital Campaign.

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

1.7.1. 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 September 30, 2012 we have surpassed our overall goal: in total, we have raised over $179 million. The Development total was $72.9 million toward our year-end goal of $75 million; we are 97% of the way to our goal.

1.7.2. Contact all those interviewed for the Feasibility Study who have not yet made a gift.
   Green. In progress – we have completed about 98% of this goal. Some of the individuals interviewed are no longer available to us, but we will talk with those who have taken their positions.

1.7.3. Make asks of all Board Members (Trustees, Foundation and Alumni Boards) who have not yet made a gift.
   Green. All Board Members have been asked for gifts; all have given something or paved the way for gifts from others during this Capital Campaign. We will, however, continue to solicit for Circle of 125, larger gifts and planned gifts.

1.7.4. Grow the Annual Fund (to include Athletics) to $1 million by 2015.
   Benchmarks:
   • By December 31, 2011, reach at least $500,000.
   • By December 31, 2012, reach at least $500,000.
   • By December 31, 2013, reach at least $500,000.
   • By December 31, 2014, reach at least $500,000.
   • By December 31, 2015, reach at least $500,000.
   Red. NOTE: This goal was reformulated – it was determined that we needed to consistently reach a half million dollars before raising the bar. As of December 31, the Annual Fund stands at $367,000 or 73.4% of its goal.

1.7.5. Add at least $2 million dollars in planned gifts each year for the next five years.
   Green. As of December 31, 2012, we have added approximately $2.3 million in planned gifts toward our goal of $2 million – or we have achieved 115% 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).
   Red. We raised approximately $10.4 million toward our goal as of December 301 – or 83.2% of our goal.
1.7.7. Raise at least $500,000 in athletic contributions (cash and pledges and gifts-in-kind) each year for the next five years.

**Green.** From January 1 – December 31, 2012, Athletics has raised approximately $1.7 million or over 3000% 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.

Evaluations continue on development of programs to establish a TROY Professional Development Institute within existing budgets.

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.

Yellow. A new global focus has been established with the existing staff located on the Dothan Campus. Liaisons within each college have been established, and new programs are being developed. A needs assessment was administered through the Dothan Chamber of Commerce, and additional needs assessments will be administered in other cities.

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

Yellow. Considerable market research has been conducted. A focus is being placed on the development of professional certification preparation courses and professional certificates. Two new programs have been developed: SHRM certification preparation and Teaching techniques for Ft. Rucker personnel. Work is currently underway to develop the following online offerings: network security certificate program, pre-licensure course for insurance, and ITP master mentor program. In addition, TROY will serve as the CE provider for the National Forum for Black Public Administrators’ 2013 annual conference in Atlanta.

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.

Yellow. Small CE budgets across the University are being consolidated under one authority to allow for better use in developing new programs. As new programs are developed with the colleges, a financial return to the colleges is being included.
1.11 Promote the stewardship of University resources by continuing to identify opportunities to increase efficiency and reduce costs.

We are in the planning stages for the 2013-2014 budget cycle. The budget instructions, training guide, preparation calendar and departmental comparison reports will be released to all budget officers during February 2013. All departmental budget requests will be due March 31, 2013. The review of budget requests by deans, directors and senior administrators will take during April 2013. Divisional budget requests will be reviewed by Financial Affairs and cuts will be negotiated where necessary.

Budget to actual results are presented to Dr. Jim Bookout, Senior Vice Chancellor for Finance & Business Affairs, on a monthly basis. Purchases and budget amendments are reviewed on a daily basis to ensure funds are available and are appropriately used.

1.11.1. Develop and implement a systematic process to review administrative program activities to ensure programs are still necessary and to identify opportunities for gaining efficiency by September 2011.

Yellow. The annual budget process provides the deans and administrators the opportunity to review their programs for cost reductions and to promote efficiencies. It also gives them the opportunity to prioritize funding for mission critical programs. The upcoming budget process for 2014 will give administrators another opportunity to review programs in their area for viability.

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

White. This objective will be delayed due to vacant positions in the Controller’s Office (specifically the Financial Budget Analyst and Assistant Controller positions). We have advertised the Financial Budget Analyst position and have not found a good fit in the candidate pool to date. We plan to re-advertise the position in the near future. As for the Assistant Controller position, we are reviewing work flow in all departments of the Controller’s Office to determine the most critical need before refilling the position.
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.


3.1.1 Review current IT environment and document current areas of strength and areas that need improvement

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


Areas of Improvements: Network Infrastructure Upgrades, ERP Ad-hoc reporting system, Web design, Telephony integration across campuses/regions, and Ad-hoc Videoconferencing

3.1.2 Assess potential technology improvements to address areas of improvement

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

3.1.3 Establish costs estimates for technology enhancements and training needs

a. Key mandates include flexible, secure infrastructure
b. Global operations require further review for legal and security concerns
c. Training considerations – should compulsory training be implemented
d. Are there IT staffing needs for continued growth and competitive posture?

Yellow. Please see the Pro Forma 3.1, Y1. The progression of the project will depend heavily on the funding based on the Pro Forma

3.1.4 Rank areas of improvement based on a needs analysis

Yellow.

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

3.1.5 Deploy improvements based on level of criticality

Yellow

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

3.1.6 Assess success of programs’ implementation

Yellow
Web design – Complete
Network Infrastructure Upgrades - in progress, architecture completed, bandwidth funding request submitted
Wireless Network Enhancements – Complete, outdoor Wi-Fi under review
Internet Access Enhancements - Complete
ERP Ad-hoc reporting system - in progress, executive reports tested
Ad-hoc Videoconferencing – Complete
Telephony integration across campuses/regions - in progress, funding request under 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. Team determined in December 2012 that the use of the senior survey will work as an instrument of measurement for tracking improvement in satisfaction. Results in recent years will be evaluated in next team meeting during spring of 2013.

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. Team determined in December 2012 that the cycle time of measurement will be from receipt of request till the time of action (approval, disapproval) is given as notification to the requestor. Project department is working to establish a method to measure historical response cycle time.

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 administrative review. Anticipated project start fall 2014.**

**Yellow.** North End Zone. **Start date June 2010. Currently under administrative review. Project contingent on private and gift funding. Anticipated projected start 2014/15.**

**Yellow.** Residence Halls -- Troy campus. **Start date June 2010. Construction 60% completed; anticipated completion July 2013.**

**Yellow.** Sartain Hall -- Wellness/Fitness Center. **Start date June 2010. Currently under administrative review. Anticipated project start 2015.**

**Yellow.** Janice Hawkins Park and Amphitheater. **Start date June 2010. Construction 70% completed; scheduled completion April 2013.**

**Yellow.** Stewart Hall. **Start date June 2010. Currently development/planning phase. Anticipated project start 2014.**

**Yellow.** Tennis Program. **Start date June 2010. Currently development/planning phase. Project contingent on private and gift funding. Anticipated project start 2014.**

**Yellow.** Practice Golf Course. **Approved objective fall 2012. Currently development/planning phase. Project contingent on private and gift funding. Anticipated project start 2014.**

**Yellow.** Renovate/Replace McCartha Hall. **Approved objective fall 2012. Currently under administrative review. Anticipated project start 2015.**

**Yellow.** Renovate Softball Complex. **Approved objective fall 2012. Currently development/planning phase. Project contingent on private and gift funding. Anticipated project start 2014.**
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project start 2014.

3.4.4. Contingent on community support, complete the Riverfront facility in Phenix City by 2012.
   **Yellow.** Project approved; waiting for ABC final approval of construction documents. Anticipated bid opening spring 2013.

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 2014.
   **White.** Montgomery Campus - Fund raising effort is being organized. Student enrollment a factor in justifying the project.