Fulfilling the Promise: The Strategic Plan for 2010 - 2015

Year 2
Annual Report
Covering October 2011-September 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 29 Objectives under each of its three Corresponding Initiatives, 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.

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.

For 2011-12, and upcoming months, the new undergraduate programs included:

- BFA in Dance, a BS/BA in Anthropology
- BS/BA in Sociology for the Troy Campus
- Concentration in Public History
- Minor in Economics
- Minor in Cybersecurity
- BS in Health Education among several others
- BSBA in Economics and a BA/BS in Economics are on the ACHE agenda for December 2012
- Spanish major is on the ACHE agenda for March 2012
- New undergraduate major in Exercise Science is scheduled for consideration at the March 2013 ACHE meeting
- Sport Management (undergraduate) has been revised to include the transfer of the Hospitality and Tourism Management concentration from the BSBA program
- New graduate offerings include programs in taxation, management and sport and fitness management
- A new Strategic Communication graduate program was approved during the 2011-2012 Strategic Plan review period
- New graduate proposals for the December 2012 ACHE meeting include an Masters in Social Work and an International Masters in Business Administration

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.

- Activities included:
  - Participation in 20 Recruit Military Expos around the country
  - Participation in National Guard Yellow Ribbon Events in several states
  - University representation at CCME
  - Navy Counselors Association Annual Symposium
  - DoD Worldwide Education Symposium
  - Participation in several Education Fairs and base visitations around the country
  - TROY has also been named to 3 national military friendly institution lists which are widely distributed and read in the voluntary education community and amongst our veterans.

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.

There is currently “slow going” on establishing an “eConnections site in Prattville and establishing a “3-4 Connection” with Trenholm State Technical College due to their delays rather than Troy University. There has been some progress with establishing “National Guard Connections” throughout Alabama; however, there is still essentially only one recruiter attempting to cover the entire state of Alabama.

1.5 Increase grants, contracts, and research productivity.

Grant applications totaling over $15 million were awarded in 2011-2012. Total Sponsored Programs revenues exceeded $16 million in 2011-2012.

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

With a reduction of 3% in state funding and lower enrollment expectations for 2013, we reduced the overall expense budget by $9 million. Even with the significant reduction in expense, a tuition increase of 6% was necessary to balance the budget. In spite of the 6% increase, TROY remains competitively ranked as no. 8 of 13 for undergraduate tuition rates and 11 of 13 for graduate rates (with number 1 being the highest tuition rate) when compared with other four-year institutions in the State of Alabama.

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 September 30, 2012, we have surpassed our overall goal, having raised over $174 million. The Development total was $71,069,120, which is 97.8% of our goal with a quarter left in the year.
- As of September 30, 2012, we have added $1,887,340 in planned gifts toward our goal of $2 million – or we have achieved 94.4% of our goal, with three months left in the year.

1.8 Establish a TROY Professional Development Institute.

A new team leader, Dr. Lee Vardaman, was appointed and he is currently evaluating what is needed to establish a TROY Professional Development Institute.
1.9 Grow national and international alumni chapters and individual alumni connection with the University.

- **Spring Reunion activities continue to grow. This year:**
  - We added a Delta Chi Reunion which attracted 150 alums, a T-Club meeting which attracted 50
  - 215 individuals attended the Scholarship Brunch this year
  - This year’s dinner was the Birthday celebration dinner – which had almost 300 in attendance.

- **As of September 30, 2012, there are 9,571 paid Alumni Association members, which is 95.7% of our 10,000 member goal. Of the 9,571, 168 are student members and 562 are lifetime members.**

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

*CIBED Director, Mr. Wiley Blankenship has generated numerous contracts for economic development services during his short tenure.*

- Announced the new Southeast Community Development Institute, to be housed at the Montgomery Campus
- Progress has been made by partnering with the Confucius Institute in conducting courses on cross cultural business
- A China trip for economic developers is scheduled for the Summer of 2013—making it three consecutive years
- Training courses for Alabama businesses have been generated through the partnership between Confucius and CIBED.

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

*The cooperative effort between Financial Affairs and divisional leaders resulted in an overall reduction in the 2013 Operating Budget expense of $9 million from the 2012 total. After lower than expected Fall 2012 enrollments were experienced, we reduced the budget by an additional $4 million primarily from vacant salary savings to compensate for lost revenue.*

1.12 Strengthen leadership development opportunities for students.

*Comparison with previous quarter(s):*

- Students enrolled was up from approximately 948 hours during March—June to approximately 1440 hours for this reporting period
- Moreover, the enrollment for the Fall 2012 semester increased by approximately 111 students from that of the Fall 2011 semester.

2.0 Enhance Academic Quality and Institutional Effectiveness.

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. The Common Reading Initiative and the College Reading Initiative are in their third year and being sustained with good faculty and staff involvement.*
2.2 Strengthen the accreditation of our business programs and review the need for other specialized accreditations.

- In May 2012, the SCOB hired an additional AACSB consultant to assist in addressing the issues raised by AACSB staff in the submission of the initial eligibility application for accounting and business programs.
- Both are currently being revised and will be under review by the consultant by the end of Fall Semester 2012.
- Significant reorganization and academic inventory issues have been addressed with a target for a Spring 2013 acceptance into the AACSB accreditation process.

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

- The number of new UHP students increased four-fold for the Fall 2011, a tribute to the hard work of the UHP director.
- The numbers increased again (doubling) for Fall 2012, again, thanks to the hard work of the UHP Director. The UHP offered Honors Economics in the Spring 2012.

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

Work on this objective has been truly continuous at TROY for the past 28 years during the Desegregation Court Case. Several members of the Diversity Program Planning Committee are scheduled once again this year to attend at least two annual diversity conference, one on September 25, 2012 and the other on November 5-6, 2012.

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

The new faculty and staff orientation programs have been fully implemented. IT training offerings have been expanded to meet the objective.

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

- Faculty continued their active engagement in study abroad programs with Troy University students. In addition to trips to Europe and South America, there were ongoing programs such as the Spanish language and culture activities held in Costa Rica.
- Efforts are underway to establish longer study abroad programs (semester-length) in such locations as Germany.
- Germany’s DAAD financed student travel occurred in the Summer 2012.

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

A full-scale plan was developed January 2011. 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.

- An Enrollment Taskforce has been established to engage the leadership in Admissions, Global Campus, Financial Aid, Information Technology and eTroy in weekly reviews of the admissions processes and results.
- Higher admission standards account for significant decreases in enrollment in Montgomery and Global Campus.
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. The Institutional Research office has continued to collect comparative survey data that will be used when the University submits its application in 2013 for the Alabama Quality Award – Level Three.*

3.0 Build for the Future.

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

1. Web design – Complete
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. Ad-hoc Videoconferencing – Complete
7. Telephony integration across campuses/regions - in progress, funding under review

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

- Starting May 2012 an interim energy specialist has started systematically commissioning energy control systems for new buildings and recommissioning energy control systems for existing buildings
- Specifically, energy management systems are reviewed, adjusted, corrected, and occupied/unoccupied schedules established for buildings
- Buildings currently impacted by this effort include Trojan Dining, Bibb Graves, Hawkins Hall, New Trojan Arena, Memorial Stadium Tower, and Malone Hall Attic – Dothan Campus
- The commissioning and recommissioning efforts for the above buildings are showing reduction in energy consumption by as much and more than 25%.

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

An updated analysis was conducted of growth needs for the next two years within each college and campus. The analysis was divided into two segments: personnel and facilities.

3.4 Pursue renovation and construction opportunities.

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

The University conducted interviews with Montgomery community leaders as part of the strategic planning process for the Montgomery campus.

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

During this time period the team met on two occasions for in-depth discussion of progress toward objectives. Achievements documented previously have been sustained, and additional progress has been made.

3.7 Establish a comprehensive University Archival Program.

An advertisement has been placed to fill the University Archivist position. The space for the archives continues to be evaluated and has been slowly moving forward. Applying for another grant has been delayed until the Archivist position is filled. Operational guidelines are still being prepared.

3.8 Pursue opportunities to enhance the quality of athletic programs.

In August, the Athletic Director assembled his senior staff and distributed annual goals which work to meet the overall strategic planning objectives. These goals are reviewed weekly during the senior staff meetings.
Progress Made on Strategic Objective Goals

For each goal under an objective, the team leaders have used the color code described below and provided a brief (1-2 sentence) synopsis of progress made on that goal during the quarter.

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

*Troy University’s academics division continues to make strong progress toward the completion of this objective. Deans have brought forward a variety of new majors, minors, and concentrations at both the undergraduate and graduate levels. Many of these have already been approved by the Alabama Commission on Higher Education as well as SACS-COC. Many others are in various stages of approval, including a number of proposals which will be on the 2013 agendas at ACHE. Several other programs are in active stages of development. In general, the expansion of academic programs is active and dynamic. The assessment of program viability also continues, college by college, led by the deans. In some instances, such as Anthropology and Economics, new majors have replaced, or are planned to replace, existing concentrations.*

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

**Green.** *This goal has been met in 2010-2011 and in 2011-2012. For 2011-12, the new undergraduate programs included a BFA in Dance, a BS/BA in Anthropology, a BS/BA in Sociology for the Troy Campus, a concentration in Public History, a minor in Economics, a minor in Cybersecurity and a BS in Health Education among several others. A BSBA in Economics and a BA/BS in Economics are on the ACHE agenda for December 2012. A Spanish major is on the ACHE agenda for March 2013 and a new undergraduate major in Exercise Science is scheduled for consideration at the March 2013 ACHE meeting. Sport Management (undergraduate) has been revised to include the transfer of the Hospitality and Tourism Management concentration from the BSBA program. New graduate offerings include programs in taxation, management and sport and fitness management. A new Strategic Communication graduate program was approved during the 2011-2012 Strategic Plan review period. New graduate proposals for the December 2012 ACHE meeting include an MSW and an IMBA.*

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

**Green.** *This goal has been met in both AY 2010-11 and 2011-12. For the current academic year, the History concentration in Civil Rights (offered only at the Montgomery Campus) has been discontinued. With the approval of the BA/BS in Anthropology, the Anthropology concentration within the Social Science undergraduate major will be discontinued. The Economics concentration for Social Science will be discontinued. The Hospitality and Tourism concentration in the BSBA was migrated to the revised major in CHHS and will be eliminated as a SCOB concentration.*

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

**Green.** *This goal is at the college levels under the leadership of the respective deans who have used varying methods to determine program needs. Work, at the deans’ level, continues on this goal to refine the process.*
1.1.4. An operational method for assessing the viability of “programs and concentrations,” including a definition of what constitutes viability will be developed by May 2011 by this Objective Team in consultation with the Senior Vice Chancellor for Academic Affairs and Provost and reviewed by various University committees at his direction.

*Green* This goal is at the college levels under the leadership of the respective deans who have used varying methods to determine program viability. Work, at the deans’ level, continues on this goal to refine the process.
1.2 Increase student access to more online program opportunities.

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.

1.2.1. 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.** Progress over the past year regarding goal 1.2.1 each college has submitted proposals for review and approval for a variety of academic programs. Although no formal plan has been developed, eTROY has worked directly with each of the colleges to develop priorities for on-line program development through the Director of Instructional Design. To date the SCOB and the College of Arts and Sciences have been approved to implement formal academic governance structure that includes both Alabama and Global Campus locations. The College of Education has been identified as the next College to submit a structure proposal to the SVCAA. To date the University has approved 23 programs for on-line delivery. This process will continue for the life of the strategic plan. Curriculum is always reviewed and updated. Along with those changes and additions, the units of eTROY will continually include the Colleges, as done now, in instructional design, scheduling, assessment and quality assurance.

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

**Yellow.** 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 addressed by the Associate Vice Chancellor for Marketing and Communications.

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.**

**AY 2011-2012**

2011/T1
- Associate of Science in General Education – Military Operations concentration
- Master of Business Administration - International Economic Development concentration
- Master of Taxation
- Graduate Certificate of Taxation
- Master of Science in Sport and Fitness Management – Coaching concentration
- Master of Science in Education - Elementary Education (K-6) (Traditional)
- Master of Science in Education - Early Childhood Education (P-3) (Traditional)
2011/T2
- Bachelor of Science in Sociology

2012/T3
- Associate of Science in General Education – Recreation concentration
- Associate of Science in General Education – Sociology concentration
- Ed.S. in Elementary Education (K-6) (Non-Thesis Option)
- Ed.S. in Early Childhood Education (P-3) (Non-Thesis Option)

AY 2012-2013

2012/T1
- Cyber Security Certificate
- Bachelor of Science in Anthropology
- Bachelor of Science in Liberal Studies
- Master of Science in Strategic Communication
- Ed.S. in Instructional Leadership and Administration
- Ed.S. in Teacher Leader
- Addition of Athletic Administration concentration to the existing Master of Science in Sport and Fitness Management

2012/T2
- Master of Science in Environmental and Biological Sciences
- Addition of Public History concentration to the existing Bachelor of Science in History

2013/T3
- Master of Science in Adult Education – concentrations in Curriculum and Instruction Design, Instructional Technology, and Leadership Studies (Non-Thesis Option)
- Graduate Certificate in Addictions Counseling
1.3 Create a comprehensive approach to serve the needs of military and veteran students and their families.

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Projects designed to help create a comprehensive approach to serving the military and their families during AY2011-12 included an expansion of recruiting activities designed to reach a greater military prospect population. These activities included participation in 20 Recruit Military Expos around the country, participation in National Guard Yellow Ribbon Events in several states, university representation at CCME, the Navy Counselors Association Annual Symposium and the DoD Worldwide Education Symposium as well as participation in several Education Fairs and base visitations around the country. TROY has also been named to 3 national military friendly institution lists which are widely distributed and read in the voluntary education community and amongst our veterans. These activities allow us to tell the TROY story to a greater audience and increase brand exposure and awareness. These activities were supported by another year of focused advertising in national publications, military related web sites and a substantial direct mail and direct e-mail campaign.

This focused effort calls for the introduction of accurate and effective methods for evaluating how well these efforts are working, what kind of prospects are being generated, how the prospects are moved through the admissions funnel and what numbers of new enrolled students are being produced. Efforts towards measuring will be continued and implemented during AY 2012-13.

Enrollment efforts will also be strengthened by the restructured Global Campus with its new heavy focus on recruiting.

The expanded Global Campus recruiting teams will undoubtedly contribute to overall student body growth which will, obviously, include the military student population. In support of this recruiting focus, military student marketing has been incorporated into training programs which have been delivered in the Atlanta District and the Orlando / Tampa district.

The first opportunity to assess the impact of efforts outlined above on a year to year comparative basis will be following registration for T2 / 12 when the military student data report for Fall semester and T2 will be produced.

From a student services perspective, plans are moving forward towards the establishment of a Military Student Success Center designed to create a form of “one stop shop” for our military students (virtual and physical). The center will include a network of functional area experts (financial aid, VA Benefits, academic advising, career counseling etc.), a military expert on each of the 4 Alabama campuses as well as a network of military student experts in each of the 5 districts of the newly reorganized Global Campus. This network will serve as a specialized source of support, information and problem solving for our military student population.

The wish to have a private Facebook group (or similar) for our military student population remains strong. As research suggests that military students seek out and need opportunities to network with their peers, this option presents itself as the best vehicle to offer this networking option across the TROY distributed campus network. It is hoped that the barriers to establishing this vehicle will be overcome in the near future.

An audit of military activity conducted during the summer confirmed an on-going desire for local site advertising initiatives, the need for formalized retention initiatives, the importance of
establishing clear retention driven guidelines for communication between our existing students and the recruiting staff and the importance of maintaining the “high touch” side of our “high touch / high tech” institutional philosophy equation.

New “products” have been added to our online degree portfolio thereby broadening our reach in the marketplace. Of particular note here is the Bachelor of Liberal Studies which should have considerable appeal within the military student market.

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 The Military Student Survey is being prepared for a second administration planned to take place during T2/ late Fall 2012. The results of survey instrument will be used to determine if our military student’s views of university services have changed or if we remain on target.

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. New online products (particularly the BLS) are being introduced broadening our appeal to this student group. Our pricing for undergraduate programs for active duty remains at the TA level. However, because of internal university procedures, confusion has been created in the marketplace regarding our actual undergraduate prices. This is particularly troublesome with the GoArmyEd portal where we publish a pre military discount price and do not make the discount obvious. The university would be better served if it was able to publish the actual active military student pricing thereby avoiding the confusion which stems from a published price and a discounted price. Graduate program pricing remains above TA limits but is competitive within the market.

The need to be able to advertise and promote “locally” (Global Campus Sites) needs to be addressed. An issue remains with production of appropriate military student photographs. The university tends to depend too heavily on photos of current ROTC students and images of flags rather than compiling a library of images from across the services that can be drawn upon as needed.

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 population for this objective was established in T2 / late Fall 2011. The first opportunity to review comparative data will take place shortly after the beginning of T2, 2012 when the annual data is once again produced.

1.3.4. Implement Strategy by October 1, 2011 with a view to increasing military student enrollment by 7.5% per year in academic years 11-12, 12-13, 13-14, 14-15.

Yellow. Methods of measuring the effectiveness and success of the new marketing initiatives (tracking results from inquiry through to enrollment) continue to be investigated. Discussions are currently underway regarding the production of monthly reports on the
activity of military student prospects thru the Leadmaster Database. Data from this source will allow us to measure our effectiveness at the front end of the student experience and, based on the data, modify our approach to marketing to the military.

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

**Yellow.** The reassignment of a staff member on the Troy campus into the area of military student affairs/programs is a very positive step forward. This addition will allow for efforts to move forward at a greater pace and creates an important presence on the TROY campus for efforts in support of this Strategic Objective.

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

**Yellow.** The M.E.A.C. is regularly updated on all activity.
1.4 Expand access to academic programs for students through eConnections, a National Guard Connections initiative, and online educational support for the River Region, and increased program offerings on the Alabama campuses.

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

There has been little change in overall progress in this objective this year due to economic constraints; however, some actions have been done to move forward. This strategic objective is progressing well as far as new programs being established on most Alabama campuses. Montgomery Campus is the exception and more work needs to be done on new programs for that campus. The SVC for Academic Affairs contracted for a STAMATS study for the Montgomery Campus to ascertain unmet program needs in the Montgomery Area. This study was completed in July 2012. Unfortunately, the study was only partially beneficial because STAMATS was not able to find comparative data on other colleges and universities that had similar mission as the Montgomery Campus. The study did reveal some high demand programs at the national level that may be beneficial to consider for the Montgomery Campus. There is currently “slow going” on establishing an “eConnections site in Prattville and establishing a “3-4 Connection” with Trenholm State Technical College due to their delays rather than Troy University. There has been some progress with establishing “National Guard Connections” throughout Alabama; however, there is still essentially only one recruiter attempting to cover the entire state of Alabama. Some of the reasons for slow-going on this objective are external to Troy University; however, the hiring freeze is impacting completion of parts of this objective.

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. As part of the Alabama National Guard (ALNG) Initiative, TROY has currently visited 55 of the state’s 93 National Guard armories. These visits have largely been part of the Introduction Phase of the Initiative, where eConnections Coordinators introduce themselves and TROY to individual armories in hopes of building an ongoing partnership.

As the eConnections Coordinators finish out the Introduction Phase, the Engagement Phase comes next with presentations to local armories on the benefits of enrolling with TROY. These visits will take place during Drill, which have between 15 and 30 soldiers on an average
weekend. TROY will also deliver presentations at quarterly Recruitment Sustainment Programs (RSP) where 50 to 150 recently enlisted soldiers complete an orientation to ALNG.

Only a handful of soldiers are currently being assisted by the Initiative, but the Engagement Phase will see a greater collection of soldiers’ contact information for recruitment. As with high schools and community colleges, armory bases will hold routine office hours where soldiers can receive one-on-one counseling from a TROY representative.

The final phase is the Saturation Phase, where TROY will continue visiting armories and RSP events to strengthen our partnership with the ALNG. As leading officers and soldiers become increasingly aware of TROY’s quality academics and steadfast dedication to the military, recruitment will increase along with TROY’s reputation among the ALNG.

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 did a follow up again with the President of Trenholm regarding their approval by SACS for them to become a Community College, he said they still were not ready for SACS approval yet. This was scheduled to be voted on by SACS and approved or disapproved in December 2011. However, the Trenholm President stated that it will now be delayed until at least spring 2013. Follow-up will be initiated based on the SACS outcome. In the meantime, the Champion of this objective convened a meeting on May 9, 2012, between Trenholm and Troy University administrators to establish relationships and to potentially establish Consortia Relationships between Troy and Trenholm to make it easier for Trenholm courses to transfer to Troy in appropriate degree programs. The President of Trenholm and the SVC for Academics at Troy agreed to pursue dialogue and “next steps” in this direction.

1.4.4. Based on demands and needs of each community; establish at least one new program offering or concentration/option on each Alabama campus per year, beginning in 2011.

Yellow. New programs for 2012 are being evaluated by the deans and submitted to Councils, ACHE and SACS as required for future additions to the various campuses. Some of these programs have received approval and will be added in fall 2012 or 2013. The New Programs that were added on the Alabama Campuses for Academic Year 2010/2011 as follows:
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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

Numerous new programs are being considered for fall 2013 and others will be deleted at various Troy locations. These new programs will be reported in the 2012-2013 reporting period after the programs are completely approved by the various approval processes.
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
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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 by September 2011.

- **Green** - Manager training is ongoing. Team meetings are assembled for new managers who have secured “projects of significance”. These teams consist of representatives from Purchasing, Human Resources, Accounting, project and supervisory staff. 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/administration/](http://trojan.troy.edu/osp/administration/). 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/funding/budget.html](http://trojan.troy.edu/osp/funding/budget.html)

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

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

![Bar graph showing competitive activity from 2004-2015](data:image/png;base64,iVBORw0KGgoAAAANSUhEUgAAAfzAAAACAYAAADJVE/yAAAAGXRFWHRTb2Z0d2FyZQBBZG9iZSBJbWFnZVJlYWR5ccllPAAAAyZpVFh0WE1MOmNvbS5hZG9iZS54bXAAAAAAADw/eHBhY2tldCBiZWdpbj0i77uIiIiwiZyIjbiwSMgAmAlgDaeVbD2sSBoAAAFPAAAIv7A98yAu7Gn7oDAAAAAElFTkSuQmCC)

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. Total competitive dollars pursued to date for fiscal year 11-12 are at 86% of this base.
Green - Faculty webcast and training are offered to faculty and staff writers throughout the global university.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th># Workshops &amp; Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-2006</td>
<td>4</td>
</tr>
<tr>
<td>2006-2007</td>
<td>13</td>
</tr>
<tr>
<td>2007-2008</td>
<td>28</td>
</tr>
<tr>
<td>2008-2009</td>
<td>30</td>
</tr>
<tr>
<td>2009-2010*</td>
<td>83</td>
</tr>
<tr>
<td>2010-2011</td>
<td>89</td>
</tr>
<tr>
<td>2011-2012</td>
<td>103</td>
</tr>
</tbody>
</table>

*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 (this position is currently vacant). 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:

**Sponsored Program Activity**

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars Pursued</th>
<th>Funded</th>
<th>Not Funded</th>
<th>Pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-2005</td>
<td>8,529,314</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005-2006</td>
<td>13,099,780</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006-2007</td>
<td>17,905,646</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007-2008</td>
<td>15,579,826</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008-2009</td>
<td>17,470,289</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009-2010</td>
<td>15,033,133</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010-2011</td>
<td>15,460,269</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011-2012</td>
<td>376,213</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012-2013</td>
<td>6,802,198</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Data is current through October 2012.

Data for 2007-2008 excludes a $15,000,000 NIH grant which was not funded.

Data for 2008-2009 excludes a $13,818,242 ARRA grants which were not funded.

**Dollars pursued in fiscal year 2011-2012 represents 86% of the dollars pursued in 2010-2011.**

**Revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars Pursued</th>
</tr>
</thead>
<tbody>
<tr>
<td>97-98</td>
<td>5,123,767</td>
</tr>
<tr>
<td>98-99</td>
<td>11,570,338</td>
</tr>
<tr>
<td>99-00</td>
<td>8,539,713</td>
</tr>
<tr>
<td>00-01</td>
<td>6,271,090</td>
</tr>
<tr>
<td>01-02</td>
<td>14,693,978</td>
</tr>
<tr>
<td>02-03</td>
<td>10,302,866</td>
</tr>
<tr>
<td>03-04</td>
<td>14,050,576</td>
</tr>
<tr>
<td>04-05</td>
<td>15,594,662</td>
</tr>
<tr>
<td>05-06</td>
<td>14,209,360</td>
</tr>
<tr>
<td>06-07</td>
<td>14,283,817</td>
</tr>
<tr>
<td>07-08</td>
<td>13,595,982</td>
</tr>
<tr>
<td>08-09</td>
<td>16,803,037</td>
</tr>
<tr>
<td>09-10</td>
<td>16,432,737</td>
</tr>
<tr>
<td>10-11</td>
<td>496,013</td>
</tr>
<tr>
<td>11-12</td>
<td>0</td>
</tr>
<tr>
<td>12-13</td>
<td>0</td>
</tr>
</tbody>
</table>

as of 10.31.12
Revenue collected in fiscal year 2011-2012 represents 98% of revenue collected in 2010-2011.

Indirect Cost

Indirect cost dollars collected represents 83% of the university projected budget.

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 to date for fiscal year 11-12 are at 86% of this 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 product 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 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>
</tr>
<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>
</tr>
<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>
</tr>
<tr>
<td>Sorrell College of Business</td>
<td>3</td>
<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 object 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.
1.6 Ensure the University remains competitive in tuition and fee rate structures.

The tuition and fee rate comparison was completed for the FY 2013 budget cycle in March 2012 and was revised as other universities reported tuition rate increases. Other budget factors considered as a part of this review include the total budget requested by each division, projected credit hour production, mandatory cost increases and changes in state funding. With a reduction of 3% in state funding and lower enrollment expectations for 2013, we reduced the overall expense budget by $9 million. Even with the significant reduction in expense, a tuition increase of 6% was necessary to balance the budget. In spite of the 6% increase, TROY remains competitively ranked as no. 8 of 13 for undergraduate tuition rates and 11 of 13 for graduate rates (with number 1 being the highest tuition rate) when compared with other four-year institutions in the State of Alabama.

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

Yellow. The tuition and fee rate comparison for the 2011-2012 academic year was prepared and submitted to Dr. Jim Bookout, Senior Vice Chancellor for Finance & Business Affairs in March 2012 as consideration for the FY 2013 operating budget. The comparison was updated as peers announced tuition increases in the following months. The status of this objective is ongoing because this review will be performed on an annual basis for duration of the strategic plan.

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

Yellow. After completing the analysis mentioned in 1.6.1, we considered other factors such as the total budget requested by division, projected credit hour production, mandatory cost increases and changes in state funding. With a reduction of 3% in state funding and lower enrollment expectations for 2013, a tuition increase of 6% was needed to balance the budget. Even after this increase, TROY remains competitively ranked as no. 8 of 13 for undergraduate tuition rates and 11 of 13 for graduate rates (with number 1 being the highest tuition rate) when compared with other four-year institutions in the State of Alabama. The status of this objective is ongoing because this review will be performed on an annual basis for duration of the strategic plan.

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

White. This objective is on hold until the Budget Financial Analyst position can be filled. We posted this position during FY 2012, but the pool of applicants did not have the desired qualifications. We will reopen the search at a later date.
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 September 30, 2012, we have surpassed our overall goal, having raised over $174 million. The Development total was $71,069,120, which is 97.8% of our goal with a quarter left in the year.

As of September 30, 2012, we have added $1,887,340 in planned gifts toward our goal of $2 million – or we have achieved 94.4% of our goal, with three months left in the year.

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, 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 $174 million. The Development total was $71.1 million toward our year-end goal of $75 million; for the year we are 70% 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.

Yellow. NOTE: This goal was reformulated – it was determined that we needed to consistently reach a half million dollars before raising the bar. As of September 30, the Annual Fund stands at $325,000 or 65% 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 September 30, 2012, we have added approximately $1.9 in planned gifts toward our goal of $2 million – or we have achieved 94% 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).
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Yellow. We have raised approximately $8.6 million toward our goal as of September 30 – or 70% 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 – September 30, 2012, Athletics has raised approximately $1 million or about 2000% 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.

A new team leader, Dr. Lee Vardaman, was appointed and he is currently evaluating what is needed to establish a TROY Professional Development Institute.

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

Red. The guidance on this strategic objective and goals was placed on hold until September 1, 2012, when Chancellor Hawkins requested that the objective be reenergized. A group of individuals met to begin discussions on how this objective could be moved forward. Dr. Ingram appointed Dr. Lee Vardaman as the new Team Leader for this SO.

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

Red. No 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. Dr. Vardaman has begun work identifying necessary resources for 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.

Spring Reunion activities continue to grow. This year:
- We added a Delta Chi Reunion which attracted 150 alums, a T-Club meeting which attracted 50
- 215 individuals attended the Scholarship Brunch this year
- This year’s dinner was the Birthday celebration dinner – which had almost 300 in attendance.

As of September 30, 2012, there are 9,571 paid Alumni Association members, which is 95.7% of our 10,000 member goal. Of the 9,571, 168 are student members and 562 are lifetime members.

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 September 30, we have 4,318 paid members and 5,253 free one-year memberships – making the total 9,571 or 95.71% of our goal of 10,000.

Green. We had 162 student alumni memberships in 2010-2011; the goal for 2011-2012 is 194. To date we have 6 new student members, bringing our total to 168 or 87% of our goal.

- Yellow. Maria Frigge in the International Programs Office is working with Alumni Affairs to put an international student alumni committee together. Three students have been given to me to start this group. We are also reaching out to the International Student Government Association segment of the SGA to join the committee. This will be a group of International students that will be selected each semester and be involved with SGA. The group will follow the format based on the Leadership Pike Program in Troy’s community. Contact has been made with Barbara Patterson in regards to this and the students are being selected now for this group. Once the group has been formed we will use this group to gather ideas of how we can support current International students and International alumni.

- Green. Lifetime memberships numbered 515 in 2010-2011; our goal was to add at least 51 new lifetime members in 2011-2012. As of September, we have added 47 new lifetime members or approximately 92% of our goal.

- Green. In 2010-2011, we had 115 parent memberships; therefore, our goal for 2011-
2012 is to have at least 138 parent memberships. This campaign is completely focused around impact and took place May – August of this year. We have had 180 parent to join so far and have surpassed our goal.

- **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.

- **Red.** From August 2010 – July 2011, we had 6126 gifts. Our goal for August 2011- July 2012 is 7351. From August 2011- July of 2012, we have 6994 gifts, which is 95% of our goal. Although we did not reach this goal, we did increase gifts by 15%.

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. We did not have a Reunion dinner as such this year because of the Birthday Celebration Dinner, which was attended by almost 300 individuals. 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. Approximately 215 individuals attended the Scholarship Brunch.
- **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. At the end of June 2012 we had 854 likes and the most popular age group visiting was 35 – 44 year olds. The most popular week being visited was June 10, 2012. At the end of September 2012 we had 914 likes and again the most popular age group visiting is the 35 – 44 year olds. (see attached for other demographics)
- Establish Twitter link by mid-2011. Increase the number of followers 20% each year 2012-2015. At the end of June we had 53 followers on twitter. As of September 30, 2012 we now have 178 followers.
- Develop LinkedIn 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. I am currently working with Sommer Givens to update the IRPE survey and e-mail it along with a cover letter to all alumni to encourage them to take the survey and give us their feedback.

We are also in the process of producing another alumni directory which will allow even more feedback from alumni.
1.10 Expand the activities for the International Center for Business and Economic Development and establish the Manley Johnson Center for Economic Study.

CIBED Director, Mr. Wiley Blankenship has generated numerous contracts for economic development services during his short tenure.

- Announced the new Southeast Community Development Institute, to be housed at the Montgomery Campus
- Progress has been made by partnering with the Confucius Institute in conducting courses on cross cultural business
- A China trip for economic developers is scheduled for the Summer of 2013—making it three consecutive years
- Training courses for Alabama businesses have been generated through the partnership between Confucius and CIBED.

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. CIBED Director, Mr. Wiley Blankenship has generated numerous contracts for economic development services during his short tenure. Of highest importance, is the announcement of the new Southeast Community Development Institute, to be housed at the Montgomery Campus. Accordingly, the creation of a new office in Montgomery has generated positive feedback and will potentially serve as the new base for CIBED outreach.

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. The new website platform allows both the CIBED and Johnson Center. Now that the college has more flexibility to generate better material and layout, it will allow us to be more creative and generate better product for our constituents. Progress has been made by partnering with the Confucius Institute in conducting courses on cross cultural business. A China trip for economic developers is scheduled for the Summer of 2013—making it three consecutive years. Training courses for Alabama businesses have been generated through the partnership between Confucius and CIBED.

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

The 2013 Operating Budget was reviewed and finalized during the reporting period. The budget instructions, training guide, preparation calendar and departmental comparison reports were released to all budget officers March 2012. All departmental budget requests were due March 31, 2012. The review of budget requests by deans, directors and senior administrators took place through April and May 2012. Divisional budget requests were reviewed by Financial Affairs and cuts were negotiated where necessary. The cooperative effort between Financial Affairs and divisional leaders resulted in an overall reduction in the 2013 Operating Budget expense of $9 million from the 2012 total. After lower than expected Fall 2012 enrollments were experienced, we reduced the budget by an additional $4 million primarily from vacant salary savings to compensate for lost revenue. This additional reduction is reflected in the chart below.

The reduction in the overall budget from 2012 to 2013 is evidence of the concerted effort shown by all divisions to reduce cost and increase efficiencies. The final operating budget was presented to and approved by the Board of Trustees July 27, 2012. The FY 2013 budget took effect October 1, 2012. Monthly budget to actual results will be presented to Dr. Jim Bookout, Senior Vice Chancellor for Finance & Business Affairs, on a monthly basis. Purchases and budget amendments are reviewed on a daily basis to ensure funds are available and are appropriately used. If further enrollment drops are experienced, we will consider the need for additional cuts to the operating budget.
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.** All divisions review administrative program activities under their supervision at least on an annual basis, if not more often. The annual budget process provides the deans and administrators the opportunity to review administrative programs for cost reduction and streamlining opportunities. The deans and administrators also have the opportunity to prioritize funding for critical programs. The reduction in the overall budget from 2012 to 2013 is evidence of the concerted effort shown by all divisions to reduce cost and increase efficiency. The final operating budget was approved by the Board of Trustees on July 27, 2012. This review is ongoing and will be a part of the annual budget process for the duration of the 2010-2015 Strategic Plan.

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

**White.** This objective is on hold until the Budget Financial Analyst position can be filled. We posted this position during FY 2012, but the pool of applicants did not have the desired qualifications. We will reopen the search at a later date.
1.12 Strengthen leadership development opportunities for students.

- In May 2012, the SCOB hired an additional AACSB consultant to assist in addressing the issues raised by AACSB staff in the submission of the initial eligibility application for accounting and business programs.
- Both are currently being revised and will be under review by the consultant by the end of Fall Semester 2012.
- Significant reorganization and academic inventory issues have been addressed with a target for a Spring 2013 acceptance into the AACSB accreditation process.

**Green.** Goal achieved 1:12.1 — Program is seeking approval for the addition of three (1 credit hour) and two (3 credit hour) leadership courses. The additional course offerings will provide students the opportunity to complete the Leadership Minor’s 18 credit hour requirement within the construct of the academic program. This will help mitigate student concerns about the current need to complete 6 credit hours of outside coursework and encourage more students to complete the minor.

Comparison with previous quarter(s): Students enrolled was up from approximately 948 hours during March—June to approximately 1440 hours for this reporting period. Moreover, the enrollment for the Fall 2012 semester increased by approximately 111 students from that of the Fall 2011 semester.
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 needed 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 much more energized with activities in the 2012-2013 time period. 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. 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.

2.1.1. is no longer a measured activity. The discussion sessions have been reorganized to fit within the Student Services workshops scheduled each fall during late registration. The discussion sessions continue to attract hundreds of new students and are led by dozens of faculty members.

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. In the Fall 2012, the CRI was chosen by History, English, Psychology and Nursing (graduate).

2.1.3 The number of faculty who will choose to use the College Reading Initiative (COLRI) selection in their courses 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.

**Yellow.** Good progress has been made in this area at the end of AY 2011-2012. A coordinator of the Faculty Development Initiative (a faculty member from English) is now in place. Scheduled round table discussions are planned for Fall 2012 on the topic of engaging students in reading; these sessions will be recorded for communicating with all Troy University faculty. A similar set of roundtables are planned for Spring 2013. Informal “reading lunches” have been launched to encourage faculty interaction on the topic of engaged reading. The scheduling of faculty presentations, based on what they read and how it influences their scholarship, is underway. A Summer 2013 conference, hosted by the University, on “engaged reading” is being planned. There is good confidence that 2.1.4 will be met by August 2013.

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

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

- In May 2012, the SCOB hired an additional AACSB consultant to assist in addressing the issues raised by AACSB staff in the submission of the initial eligibility application for accounting and business programs.
- Both are currently being revised and will be under review by the consultant by the end of Fall Semester 2012.
- Significant reorganization and academic inventory issues have been addressed with a target for a Spring 2013 acceptance into the AACSB accreditation process.

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

Yellow. In May 2012, the SCOB hired another AACSB consultant to assist in overcoming the issues raised by AACSB staff in the submission of the initial eligibility application for accounting and business programs. Both are currently being revised and will be under review by the consultant by the end of Fall Semester 2012. Significant reorganization and academic inventory issues have been addressed and are hopeful for a Spring 2013 acceptance into the AACSB accreditation process.

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 numbers increased again (doubling) for Fall 2012, again, thanks to the hard work of the UHP Director. The UHP offered Honors Economics in the Spring 2012. The UHP continues to need resolution in several key areas: 1) the Director is a full-time professor in Spanish, teaching overloads in that discipline; 2) the UHP has no staff support outside of a student worker; 3) there are limited UHP resources available as scholarships to students. In general, the UHP continues to serve as a vital part of the University’s efforts at recruiting high quality traditional students to the Troy Campus.

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

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

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

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

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

- **Yellow.** Progress has been made in this area and continues. New courses (such as Public Speaking and Economics) have been offered. Work continues in the development of honors courses at the major/discipline level. Work continues in the creation of a UHP-version of a revised University General Studies Program.

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 and Fall 2012.

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.

There have been some improvements in accomplishing the tasks for this objective since the last annual update in 2011. However, not as many improvements as planned were initiated due to budget restrictions brought about by reduced enrollments. As stated in an earlier quarterly 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 are scheduled once again this year to attend at least two annual diversity conference, one on September 25, 2012 and the other on November 5-6, 2012. A couple goals are complete, but other goals are deferred until budgets improve, or 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 was briefed on this issue and a recommendation made to focus recruiting efforts on this population of prospective 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, and will probably be deferred until 2014 unless budgets improve before that time.
2.4.5. By December 31, 2013, update and publish a revised Troy University Affirmative Actions Plan.

**Yellow.** No significant change this reporting period. 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.

The new faculty and staff orientation programs have been fully implemented. IT training offerings have been expanded to meet the objective, but hands-on programs will continue to be limited without additional funding. No further progress was made in the development of leadership/management training or developmental opportunities for faculty due to a lack of funds and the vacancy of the QEI position.

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

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

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

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

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

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

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

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

Faculty continued their active engagement in study abroad programs with Troy University students. In addition to trips to Europe and South America, there were ongoing programs such as the Spanish language and culture activities held in Costa Rica. Efforts are underway to establish longer study abroad programs (semester-length) in such locations as Germany. Germany’s DAAD financed student travel occurred in the Summer 2012. The two major issues facing study abroad activities are: 1) number of student participants per travel program (often less than 10) and costs for student participation (often in excess of $3000 per trip). Both of these issues are being actively discussed through various committees and work groups in Academic Affairs. The Chancellor’s International Initiative monies, to support faculty travel associated with student study abroad, have been revised by the Academic Steering Committee and now includes a faculty-based review committee for proposals. There is an ongoing effort, targeted for the Spring 2013, to fund short-duration study abroad travel for selected UHP students. Completion of 2.6.1 is a major step toward successful completion of this strategic objective.

2.6.1. The Membership, in consultation with the Senior Vice Chancellor for Academic Affairs, 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 SVC in support of this goal.

**Green. Completed in Fall 2012.**

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

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

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

**Yellow. Progress continues and several colleges/disciplines have developed standardized course numbers for study abroad and common expectations/outcomes for the study abroad activities. Work on this objective continues by all colleges with a recognition that the initial May 2012 deadline for completion by all colleges has passed.**

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

**Yellow. Work continues toward this goal. Of particular note are the efforts of CCFA in Costa Rica and Germany and CHHS in Costa Rica.**
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 and ongoing.
EchoSign: Travel and Evaluation forms are complete and waiting on HR’s approval.
Incomplete Grade form for Records is ready for deployment, waiting on the form server.
Systems: Human Resources I9 Form for HR and Talent Release Form.
Web Development: 5 new major forms and information processing systems 32 ongoing forms

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: 7 new forms are complete ready for testing.
A new forms server is being deployed in an effort to assist in the form consolidation.
*Forms will be reviewed as new forms are added or updated.

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

- An Enrollment Taskforce has been established to engage the leadership in Admissions, Global Campus, Financial Aid, Information Technology and eTroy in weekly reviews of the admissions processes and results
- Higher admission standards account for significant decreases in enrollment in Montgomery and Global Campus


**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. Relevant analysis is shared with decision makers and reported to the Enrollment Management Committee (standing committee) which meets two times each academic year.

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

**Yellow.** A summary of all updated analyses should be collected by January 2013, which will reflect the restructured Global Campus as well as all viable academic programs.

2.8.3. Conduct SWOT analysis by September 2011.

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

2.8.4. Develop annual enrollment projections and goals through 2015:

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

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

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

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

**White.** Measurements of effectiveness and impact on enrollment related to admission requirements (undergraduate) will be reported at each fall meeting of the Enrollment Management Committee.

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

**Yellow.** Strategies and initiatives necessary to achieve this increase have been identified and will be ongoing.
2.9 Assess and improve the institution through the use of the Alabama Quality Award.

Work continues on schedule for developing comparative and longitudinal data necessary to support the level three award application.

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

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

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

**Yellow.** The Institutional Research office has continued to collect comparative survey data that will be used when the University submits its application in 2013 for the Alabama Quality Award – Level Three. The Noel-Levitz Survey of traditional students was completed this year, along with internal surveys of graduating seniors and international students.
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.

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

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. Ad-hoc Videoconferencing
5. Telephony integration across campuses/regions
3.1.6. Assess success of programs’ implementation

- **Yellow**
  1. Web design – Complete
  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. Ad-hoc Videoconferencing – Complete
  7. Telephony integration across campuses/regions - in progress, funding under review
3.2 Develop and maintain a sustainability plan for space utilization, and facility and land development.

- Starting May 2012 an interim energy specialist has started systematically commissioning energy control systems for new buildings and recommissioning energy control systems for existing buildings.
- Specifically, energy management systems are reviewed, adjusted, corrected, and occupied/unoccupied schedules established for buildings.
- Buildings currently impacted by this effort include Trojan Dining, Bibb Graves, Hawkins Hall, New Trojan Arena, Memorial Stadium Tower, and Malone Hall Attic – Dothan Campus.
- The commissioning and recommissioning efforts for the above buildings are showing reduction in energy consumption by as much and more than 25%.

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

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

During the 10-week initiative, the Troy Campus collected over 34,000 pounds of recyclables, or about 4.6 pounds per person. 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.

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

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

**Yellow.** Start date June 2010. Starting May 2012 an interim energy specialist has started systematically commissioning energy control systems for new buildings and recommissioning energy control systems for existing buildings. Specifically, energy management systems are reviewed, adjusted, corrected, and occupied/unoccupied schedules established for buildings.

Buildings currently impacted by this effort are:

- Trojan Dining
- Bibb Graves
- Hawkins Hall
- New Trojan Arena
- Memorial Stadium Tower
- Malone Hall Attic – Dothan Campus

The commissioning and recommissioning efforts for the above buildings are showing reduction in energy consumption by as much and more than 25%.
Demand load energy charges by the City of Troy are another opportunity to save electricity currently under review

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

**Yellow.** Start date June 2010. A University sustainability plan is currently being prepared with updated carbon footprint data for the University. The plan will be presented to the team assigned to this objective, for review, in December 2012.

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

**Green.** Completed July 2012. Although standards are developed this is an objective that is constantly being updated by the Construction and Planning Department; all updates are 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 was September 2010. Mark Salmon is currently pursuing certification.
3.3 Plan to optimize faculty, staff, and infrastructure to support enrollment growth.

An updated analysis was conducted of growth needs for the next two years within each college and campus. The analysis was divided into two segments: personnel and facilities.

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

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

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

**Yellow.** An updated review of infrastructure needs to support new faculty and staff was conducted by each college and campus vice chancellor’s office. A summary report from each college/campus is available for review.
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. The team assigned this objective will meet in November 2012 to review the current University surveys and consider other instruments to measure student satisfaction.

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. The team assigned this objective will meet in November 2012 to develop an instrument to measure cycle time for project performance in progress.

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


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


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


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

During this time period the team met on two occasions for in-depth discussion of progress toward the following objectives. Achievements documented previously have been sustained, and additional progress has been made.

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

Yellow. Quantity of coverage of athletics events has reached its maximum sustainable level with existing human resources. However, several significant developments have permitted additional progress toward promotion of athletics events using Troy University radio and television:

- Filling of the Radio Operations Manager vacancy under a significantly changed job description. The current Radio Operations Manager position is now charged with increasing news coverage, which will include athletics news.
- Installation of fiber optic cable from the new Trojan Arena to Wallace Hall and purchase of appropriate camera equipment for Trojan Arena permit use of existing production facilities to improve quality and quantity of coverage of events held in the arena.
- Under the renegotiated contract with IMG for advertising during the Larry Blakeney Show, IMG must now provide video of the Larry Blakeney show for re-air on Troy TrojanVision.
- With the transition away from telecourses, Troy TrojanVision programming originating in Montgomery now includes more athletics event replays.

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

Yellow. Multiple points of progress include filling some job vacancies and garnering good news coverage for special events such as the Phenix City groundbreaking, “Band Geeks,” and more. In addition, Athletics distributes internally a yearly calendar that includes all athletics events. Social media and alumni meetings are also outlets for Athletics on a large scale. For example, as of Oct. 15, 2012, the @TroyAthletics Twitter account has 3466 followers.

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. Because University Relations was unable to generate widespread interest in media training among staff and faculty in the summer of 2011, in the summer of 2012 the University Relations team took a more targeted approach. A University Relations coordinator met with the Academic Steering Committee to request that deans and others identify those faculty members who could best serve as spokespersons or expert sources. This initiative has
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generated a positive result and pool of qualified individuals who can provide expertise to the media.

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.

The request to fill the University Archivist position was submitted, re-submitted and an advertisement was finally placed. The space continues to be evaluated and has been slowly moving forward. Applying for another grant has been delayed until the Archivist position is filled. Operational guidelines are still being prepared.

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 is being evaluated to determine how it would be best arranged for maximum efficiency and cost effectiveness. Physical Plant is aware of the needs but still needs additional information before a cost can be estimated.

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

Yellow The position has been advertised, applications and five telephone interviews conducted. Three names have been submitted as candidates for face to face interviews. Approval has been received to interview the three candidates and the interviews are currently being scheduled. The plan is to have the University Archivist position filled effective early January 2013.

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

Green This goal has been completed but there is a desire to apply for another grant since the first application was denied. It has been decided to await the appointment of the University Archivist before another grant submission is made.

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

Yellow While some progress has been made further discussions have been suspended until the University Archivist position has been filled.
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.

**Green/Yellow.** The Office of Student-Athlete Services continues to be the area of academic enhancement. This office is open from Sunday night through Friday afternoon and houses study areas, computer rooms and tutorial services. This area is available for more than 450 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. In the Spring semester, 264 student-athletes utilized 19,527 hours of study time and 207 student-athletes received 3.0 gpa recognition. During this academic year, utilizing the GradesFirst Academic Software system, the Office of Student-Athlete Services was able to electronically submit 13,243 requests to Faculty for academic progress to which 9,415 responses have been received to date. Also, tutorial request by student-athletes were met with a 100% fulfillment rate.

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, a new state of the art basketball arena is 98% complete and is scheduled to open November 9th to host Mississippi State. 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. Committees have been established in the fundraising efforts of golf and softball. Both of these sports have surpassed the midway point in their fundraising goal. Tennis continues to cultivate potential
donors in their facility voyage. The primary facility campaign is the North Endzone Project which is a new football building that will house locker rooms, coaches’ offices, recruiting lounges and premium seating. This campaign is in the initial phases of donor and revenue identification.

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 Conference and to the NCAA by its highly functioning Compliance Department. The compliance area focuses heavily on education by meeting annually with student-athletes, monthly with coaches and weekly with staff. Additionally, there are continuous newsletters and memorandums that are sent to student-athletes, coaches and staff daily and weekly. The philosophy is to educate to enable individuals to know and understand NCAA and Sun Belt regulations. The Athletics Department’s goal of having zero intentional NCAA and Sun Belt violations was met. Understanding that on occasion an unintentional violation may occur, there are numerous processes in place to identify these circumstances and once identified, reported appropriately. Additionally, the Sun Belt Conference compliance review is scheduled for the Spring of 2013.

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 10th in the Conference. The 2011-12 season ended with Troy finishing 12th. Following the year, there has been a change in the Director of Athletics. The new Director of Athletics is in the process of assessing each sport program. The assessment will be wide ranging to determine the needs of each program to consistently compete for Sun Belt Conference Championships.

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

Green/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 drive 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.