TROY
UNIVERSITY

Fulfilling the Promise:
The Strategic Plan for
2010 - 2015

Second Quarterly Report
Covering Jan. – Mar. 2011

VISION - 2015

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

Executive Summary

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. These brief but comprehensive Objective summaries should provide a good synopsis of progress made on the Strategic Plan. For those wanting more information about the Objectives, the remainder of the report lists each Goal under the Objectives providing more details on the status of each goal but still keeping the report succinct. Each goal has a one-word color code to enable the reader to see at a glance the status of the Goal. The color code will also facilitate later statistical analysis of progress on the Strategic Plan.

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

1.1 Expand the number of undergraduate and graduate programs and concentrations available to our students where there are unmet needs and assess the viability of current program offerings. *Numerous meetings have been held to discuss new programs and concentrations to be offered beginning Fall 2011/T1-2011. Work continues on consolidation/revision/elimination of programs. Work also continues in the area of assessing unmet student needs, for tracking growth, and for assessing viability of programs and concentrations.*

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

1.3 Create a comprehensive approach to serve the needs of military and veteran students and their families. *Replies from the needs analysis (426 responses) conducted during the Fall were evaluated and, when coupled with information from secondary sources, a number of recommendations for action were crafted, discussed with Team members and then presented to the MEAC.*

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. *Some positive progress has been made on several goals within this strategic objective. However, goal 1.4.1 had to be revisited due to a leadership change in Prattville. Goal 1.4.5 was reached for the first year of the five-year strategic plan.*

1.5 Increase grants, contracts, and research productivity. *Grant and contract productivity is progressing through manager training, faculty workshops and enhanced website information availability. Digital Measures will be very helpful in collecting and reporting faculty research productivity. A major issue being addressed by the Research Council is to define "Research" as it applies to grants and contracts presently awarded.*

1.6 Ensure the University remains competitive in tuition and rate structures. *The tuition and rate structure comparison for the 2010-2011 academic year was submitted to the Champion, Dr. Bookout, in March 2011. He has shared our ranking with Dr. Hawkins. This along with the FY 2012 operating budget currently in development will determine the need for any changes in tuition and fee rate structure for the 2011-2012 academic year.*

1.7 Successfully complete the Capital Campaign. *Major gifts, annual fund, and athletics giving campaigns will surpass the stated goal of $200 million and successfully complete our Building Beyond Boundaries Capital Campaign by 2015.*

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

1.9 Grow national and international alumni chapters and individual alumni connection with the University. *Work on all goals is underway with significant success in most sub-goal areas.*

1.10 Expand the activities for the International Center for Business and Economic Development and establish the Manley Johnson Center for Economic Study. *The Johnson Center goal is complete and ready for full implementation in the Fall of 2011. We will hire a permanent director as soon as possible in order to accomplish the objectives presented. Goal 1.10.2 has been delayed due to the redesign of the website and lack of vision due to leadership absence.*

1.11 Promote the stewardship of University resources by continuing to identify opportunities to increase efficiency and reduce costs. *A draft analysis that has been shared with Dr. Bookout, our Champion for this objective. We are working to expand the review of centers to include credit hour production analysis for academic areas as well. The University-wide employee recognition program for cost savings will be addressed on future reports.*

1.12 Strengthen leadership development opportunities for students. *The January-March 2011 quarter included the following leadership development opportunities for students:*
- *8 guest lecture presentations were given by the two LDR Department faculty members to student organizations.*
- *2 Leadership Field Trips were executed for the 22 students enrolled in the Chancellor's Leadership Capstone Course.*
- *6 student leaders experienced attendance at the Higher Education Alumni banquet*

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

2.1 Implement the Quality Enhancement Plan to create a Culture of Reading. *All listed objectives of the QEP are being accomplished at this time. The recently revised and distributed Faculty Participation in the QEP Survey should yield more specific data to substantiate the achievement of these objectives.*

2.2 Strengthen the accreditation of our business programs and review the need for other specialized accreditations. *A Pro Forma for AACSB accreditation has been developed and presented to the SVC for Academic Affairs. All other goals have been scheduled but not yet started.*

2.3 Strengthen the Honors Program in a manner that leverages the University's strengths, including international programs and study-abroad opportunities. *Work continues to develop a structure for Honors Program; a proposal is being prepared and should be submitted by early summer. All other goals have not yet been scheduled to start.*

2.4 Strengthen the University diversity program and develop and implement a Strategic Diversity Plan. *The Diversity Program Planning Committee has been active in attending several diversity summits each year. For goal 2.4.1, queries have been developed to review minority students to determine the demographics by locations, as well as determine retention rates for minorities. Depending on the data, the committee will determine appropriate recommended actions/tasks. In addition, some preliminary planning has begun on goals 2.4.2 and 2.4.5.*

2.5 Increase developmental opportunities for faculty, staff, and academic leaders. *A change was made in the development of faculty orientation materials from a university-wide program to programs developed and delivered by each college. In addition, work was done to further expand IT training offerings.*

2.6 Strengthen opportunities for faculty international travel and faculty exchange programs to promote student study-abroad activities. *Documents regarding existing University policy and protocol are being reviewed, and work continues to revise policies on faculty travel with student study abroad.*

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. Current staff and technologies are being utilized to address the goal; however, pace and development will not be sufficient to accomplish goal without additional resources outlined in the pro forma.*

2.8 Review enrollment patterns and strengthen admissions standards for undergraduate and graduate programs. *Data collection is underway of current demographic trends and enrollment patterns. Other goals will be completed following analysis of this data.*

2.9 Assess and improve the institution through the use of the Alabama Quality Award. *Troy University hosted an AQA criteria workshop on the Troy campus January 26, at which several area healthcare and educational organizations were represented, including a cohort of TROY employees. IRPE staff member Dan Tennimon has been selected to serve as an examiner for the 2011 awards; this experience will benefit the University for future application writing.*

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

3.1 Maintain a leadership position in sustaining information technology resources and adopting new learning technologies. *The goals for the objective were created; a work team was established within the IT unit. The IT work team devised a plan. The plan has been put in movement and the review phase has been completed. Strong emphasis for items detailed in pro forma has been observed; current resources will not address items that have emerged from needs analysis and meeting discussions.*

3.2 Develop and maintain a sustainability plan for space utilization, and facility and land development. *During this reporting period students participated in RecycleMania, proposals were prepared for reducing energy, and on-going work toward establishing carbon footprints on our Alabama campuses continued.*

3.3 Plan to optimize faculty, staff, and infrastructure to support enrollment growth. *During this reporting period additional preliminary work was accomplished to establish the priority to be placed on introducing new academic programs in Fall 2011. On March 24-25 a mini-conference was sponsored by Marketing & Communication and Enrollment Management which involved all academic deans, associate provosts, GC directors, and IT to identify high demand/high program readiness by college. This will be used and built upon during the early summer when the two-year resource plan will be developed for 2011-2013. No problems are foreseen on creating the resource plan.*

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

3.5 Continue to develop opportunities for community development on all Alabama campuses. *The committee continues to develop a list for potential community partners for all Alabama campuses. Phenix City campus will complete their Advisory Council this year. We continue to work to develop agencies for the "CUP". We continue to develop potential 'Economic Partnerships, i.e. Ozark/Dale County Economic LLC.*

3.6 Increase media coverage for athletic, performing arts, community support, and other scholarly events throughout Alabama. *The Strategic Objective 3.6 team met March 2, 2011 to review progress and update plans. Positive progress has been made in all areas, highlighted by new TrojanVision presence in Dothan and surrounding areas; new TrojanVision programming and promotion of programming; increased availability of streaming video and video on demand; new coverage of Dothan*

commencement; improve technology infrastructure in multiple areas; preparation of a media training module; additional benchmarking efforts; and successful completion of sub-objective 3.6.5.

3.7 Establish a comprehensive University Archival Program. *A response was prepared and submitted for the NAHRA grant application previously submitted. A draft position description for University Archivist was prepared and submitted to committee members for response.*

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.*

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.

Numerous meetings have been held to discuss new programs and concentrations to be offered beginning Fall 2011/T1-2011. Work continues on consolidation/revision/elimination of programs. Work also continues in the area of assessing unmet student needs, for tracking growth, and for assessing viability of programs and concentrations.

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

==Green.== *Numerous meetings have been held in first quarter of year to discuss new programs and concentrations to be offered beginning Fall 2011/T1-2011. Most attention has been focused on new programs to be delivered online. A day and a half meeting with University Marketing leaders was held which included discussions about specific new programs to be offered. Next major meeting of 1.1 Team will be in late April with focus on addition of new programs and deletion/revision of existing programs. Goal for 2011-2012 has been met with addition of BSCJ in Phenix City, MSCJ in Troy, and BS Health Education in Troy (latter two effective Fall 2011).*

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

==Yellow.== *Work continues on consolidation/revision/elimination of programs. Meeting in late April will have a central focus on this part of SO 1.1.*

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 Senior Vice Chancellor for Academic Affairs and Provost and reviewed by various University committees at his direction.

==Yellow.== *Work continues on SO 1.1.3 with good discussions and generation of data in numerous meetings of January – March 2011. Late April 2011 meeting will discuss this area of SO 1.1 as well.*

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

==Yellow.== *Work continues on this area. Some definitions/variables are already being examined. Central focus of late April meeting of SO 1.1 team is to generate working definitions of "program viability" for consideration by SVC-AA and recommended review groups.*

1.2 Increase student access to more online program opportunities.

At this time twelve programs are planned for online delivery in Terms 1 and 3 for the upcoming academic year, listed below:

11T1/Fall
MS Ed Elementary
MS Ed Early Childhood
MS Ed Gifted (blended)
Ed S School Psychology
BS Sociology
MS Sports and Fitness Management – Coaching concentration
MBA International Economic Development concentration
Master of Taxation

12T3/Spring
MS Ed Collaborative education (blended)
Ed S Early Childhood Education
Ed S Elementary Education
BS Liberal Arts

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. *A new plan in not in place yet, however, the programs moving to online delivery are following the established process used in eCampus to bring new courses and programs online.*

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).

   Red. *Discussion and review of potential programs with pro formas had been completed in the last quarter. No additional work in this area was done this quarter.*

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. *Budget Planning was started this quarter and the Deans are working under Dr. Ingram's guidance on the College budget needs.*

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

Replies from the needs analysis (426 responses) conducted during the Fall were evaluated and, when coupled with information from secondary sources, a number of recommendations for action were crafted, discussed with Team members and then presented to the MEAC.

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. *Needs analysis has been completed; research has been completed.*

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. *Initial recommendations for action have been presented and discussed. Systematic implementation of actions currently in discussion. Work currently underway on evaluation of our marketing mix.*

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.

White. *No activity*

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.

White. *No activity*

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

White. *No activity scheduled in this area.*

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

Yellow. *First briefing of the MEAC took place on Thursday, 6 April on the TROY campus. Briefing included questions, discussion and agreement that a number of recommendations for action were important and should be taken to the next level.*

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.

Some positive progress has been made on several goals within this strategic objective. However, goal 1.4.1 had to be revisited due to a leadership change in Prattville. Goal 1.4.5 was reached for the first year of the five-year strategic plan.

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

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

Yellow. *The team leader met with the former mayor as well as the Chairwoman of the Prattville Chamber of Commerce to begin dialogue on establishing a TROY presence in Prattville. They both were very excited and offered their assistance and support. Since these meetings, both the mayor and the Chamber Chairwoman have left their positions. Therefore, the team leader established an introductory meeting for April 4, 2011 with the new Mayor of Prattville, Mr. Bill Gillespie, the new Interim President of the Prattville Chamber of Commerce, Mr. Jeremy Arthur, and five Prattville community leaders to re-introduce the idea of an eConnections in Prattville, Alabama. Everyone at the meeting liked the idea and requested a follow-up meeting so TROY can formally present the concept to them and others in leadership positions. A follow- up meeting will be schedules within a few weeks.*

1.4.2. By August 2012, establish a National Guard Connection within the State of Alabama to offer flexible delivery of Troy University programs and courses for Guard members.

Yellow. *The Phenix City Campus has established contact with the National Guard Unit in Opelika. Plans are being made to attend the Re-Emersion Fair in late May/early June. A visit to Ft. McClellan in the Anniston area is scheduled for April 19th. Initial contact was established with the Huntsville Unit. A follow-up visit will be made this summer.*

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.

White. *This goal has not yet started; however, the team leader has been communicating with the President of Trenholm regarding their approval by SACS for them to become a Community College. This is scheduled to be voted on by SACS and approved or disapproved in December 2011.*

1.4.4. Based on demands and needs of the community, establish a minimum of one additional College of Arts & Sciences Program per year on the Phenix City Campus, beginning in 2011.

Yellow. *The Bachelors of Science in Criminal Justice was added at Phenix City beginning Academic Year 2010-2011. There are currently no future plans to offer new programs at Phenix City for the remainder of this strategic planning cycle.*

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

Yellow. *New Programs were added on the Alabama Campuses for Academic Year 2010-2011 as follows:*

Troy Campus:

- *MS in Sport and Fitness Management w/Concentration in Coaching (online; dependent*

1.4 (Continued)

> *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*
> - *MS in Education with concentration in Early Childhood Education*
>
> *Montgomery Campus*
> - *MS in Taxation (VTC origination and available to all AL. campuses)*

1.5   Increase grants, contracts, and research productivity.

Grant and contract productivity is progressing through manager training, faculty workshops and enhanced website information availability. Digital Measures will be very helpful in collecting and reporting faculty research productivity. A major issue being addressed by the Research Council is to define "Research" as it applies to grants and contracts presently awarded.

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

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

- **Green.** *Manager training is ongoing. Team meetings are assembled for new managers who have secured "projects of significance" (i.e. BP projects, new ACHE projects). These teams consist of representatives from Purchasing, Human Resources, Accounting, project and supervisory staff*

- **Green.** *The one stop website is operational and is located here: http://www.troy.edu/osp/administration/. This site is regularly updated. Additionally, budget resources and information are also linked here: http://www.troy.edu/osp/funding/budget.html*

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

- **Yellow.** *Although competitive proposal submissions have increased significantly since 2003-2004, competitive submissions have declined slightly over the past three years. Faculty load is a significant factor in proposal development. OSP is committed to providing support and resources to encourage faculty to develop proposals for external funding. OSP has committed that we will increase competitive proposal submissions by 10% from base year 2010-2011 to 2015. The base year therefore will be calculated at August 30, 2011.*

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

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

- **Red.** *Sponsored Programs continues to meet the increasing demands of a rapidly expanding operation with a skeletal staff. OSP is supported by two full time professional staff members with one full time support staff member. Two workship positions are approved while only one position is currently 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.

- **Yellow.** *As far for 2010-2011, sponsored program activity included $14,104,659 that was funded and $3,846,421 that is pending. Revenue for the same period has been $6,489,583, and indirect cost has been $495,114.*

1.5 (Continued)

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%.

- **White.** *Not scheduled to begin. OSP has committed that we will increase competitive proposal submissions by 10% from base year 2010-2011 to 2015. The base year therefore will be calculated at August 30, 2011.*

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

- **Yellow.** *Colleges will establish minimal research requirements for faculty – A goal was set for AY 2014-15 for 8.0 projects per faculty member. Faculty research activities were assessed according to the number of research projects per faculty member for the last two years: AY 2008-09 – 6.8 projects, AY 2009-10 – 7.3 projects. Good progress is being made in achieving the goal by the expected 2014-2015 goal.*

- **Green.** *A University wide reporting system (Digital Measures) has been adopted and implemented. Faculty has been asked to enter all vitae data for the last two to three years of research, scholarly activity, service and teaching. Approximately 60 % of the faculty has completed entering their vitae information at this time.*

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

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

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

- **Yellow.** *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. Deans are working with faculty to encourage greater student research within courses and application for external student grant funding for research.*

- **Yellow.** *Student thesis projects will be reported as a parameter for student research activities – students produced 157 theses in AY 2009-2010. Thesis projects will be reported at the conclusion of the academic year, July 31, 2011.*

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

The tuition and rate structure comparison for the 2010-2011 academic year was submitted to the Champion, Dr. Bookout, in March 2011. He has shared our ranking with Dr. Hawkins. This along with the FY 2012 operating budget currently in development will determine the need for any changes in tuition and fee rate structure for the 2011-2012 academic year.

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

Yellow. *The tuition and rate structure comparison for the 2010-2011 academic year has been prepared and submitted to the Champion, Dr. Bookout. He has shared our ranking with Dr. Hawkins. This is considered ongoing because it will be an annual review for all five years 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. *Results for the FY 2012 expenditure budget are pending. Once we have confirmation of the final expenditure budget and expected State Appropriation level, we will know whether a change in tuition and fee structure for FY 2012 will be necessary.*

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

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

1.7 Successfully complete the Capital Campaign.

Major gifts, annual fund, and athletics giving campaigns will surpass the stated goal of $200 million and successfully complete our Building Beyond Boundaries Capital Campaign by 2015.

1.7.1. Surpass the stated campaign goal of $200 within the next five years.
Benchmarks:
  - By December 31, 2011, reach at least $125 million (Development Goal: $62.25 million).
  - By December 31, 2012 reach at least $150 million (Development Goal: $75 million).
  - By December 31, 2013 reach at least $175 million (Development Goal: $87.5 million).
  - By December 31, 2014 reach at least $200 million (Development Goal: $100 million).

  Yellow. *As of December 21, 2010 we surpassed our first milestone of $125 million; however, we are still working on achieving the Development Goal of $62.25 million. As of March 31, 2011 we are at $53,796,293 and are on target to reach our goal by year's end.*

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

  Yellow. *In progress – we have completed about 90% of this goal. Some of the individuals interviewed are no longer available to us, but we will talk with those who have taken their positions.*

1.7.3. Make asks of all Board Members (Trustees, Foundation and Alumni Boards) who have not yet made a gift.

  Yellow. *All but the very newest Board Members have been asked for gifts; most have given something during this Capital Campaign.*

1.7.4. Grow the Annual Fund (to include Athletics) to $1 million by 2015.
Benchmarks:
  - By December 31, 2011, reach at least $600,000.
  - By December 31, 2012, reach at least $700,000.
  - By December 31, 2013, reach at least $800,000.
  - By December 31, 2014, reach at least $900,000.
  - By December 31, 2015, reach at least $1,000,000.

  Yellow. *As of March 31, 2011, we are at approximately $190,000 toward this year's goal of $600,000 (32% of our goal).*

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

  Yellow. *As of March 31, 2011, we have added over $1.8 million in planned gifts toward our goal of $2 million – or we have achieved 90% of our goal.*

1.7.6. Raise at least $10 million in development contributions (cash and pledges, gifts-in-kind, and planned gifts) in 2010; $12.5 million each year for the next four years (2011-2014).

  Yellow. *We have raised approximately $2 million toward our goal as of March 31 – or 16% of our goal.*

1.7.7. Raise at least $500,000 in athletic contributions (cash and pledges and gifts-in-kind) each year for the next five years.

  Yellow. *From January 1 –March 31, 2011, Athletics has raised approximately $139,000 or about 28% of their goal for the year.*

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

  Yellow. *A committee has been in place for over 6 months who are planning this event, which*

1.7 (Continued)

will coincide with the 125th Birthday Celebration for TROY.

1.7.9. Complete the Campaign with a celebratory event sometime before Fall 2015.

White. *A committee will be established approximately one year ahead of time to plan this event.*

1.8 Establish a TROY Professional Development Institute.

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

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

Yellow. *Although the team leader continues to meet with the CE staff in Dothan, no steps have been taken formally to develop a new, all encompassing organizational structure for professional development. With the hiring freeze in place no steps have gone forward on the Director position and at this time this part of the goal will be backed up to August 2011.*

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

Yellow. *Several potential programs are in the works at this time:*

- *"Pepi University", staff development with Pepi Foods is underway for implementation in Fall 2011*
- *Moving the Auctioneer School Program online during 2011-2012*
- *Master Mentor program, proposed by Lynne Wiesman, for fall 2011*
- *College of Arts& Sciences Geomatics Certificate for 2011-2012*
- *Online certificate programming for the construction industry, discussions with Alex Whaley and Bill Caton, possible grant application*

1.8.3. Develop a financial structure to support program development and instruction for the faculty and support back to the Colleges by January 2012.

White. *No action has been taken on this goal.*

1.9 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.

Work on all goals is underway with significant success in most sub-goal areas.

1.9.1. Using the 2009-2010 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 2009-2010 year was 7427; the goal for 2010-2011 is 8912. As of March 31, we have 3558 paid members which is 39.9% of our goal. However this number does not yet reflect the time when most of our alumni memberships are received.*

- **Green.** *We had 99 student alumni memberships in 2009-2010; the goal for 2010-2011 is 120. To date we have 23 new student members, bringing our total to 122 or 101% of our goal.*
- **Yellow.** *Maria Frigge in the International Programs Office is working with Alumni Affairs to put an international student alumni committee together. As soon as the students are selected, a meeting will be scheduled to determine how we can help them and they can help us to reach out to international students, as well as alumni in other countries.*
- **Green.** *Lifetime memberships numbered 419 in 2009-2010; our goal was to add at least 42 new lifetime members in 2010-2011. As of March 31, we have added 46 new lifetime members or approximately 110% of our goal.*
- **Yellow.** *In 2009-2010, we had 63 parent memberships; therefore, our goal for 2010-2011 is to have at least 69 parent memberships. This campaign is completely focused around impact and will take place May – August of this year. We have, however, had one parent to join so far.*
- **Yellow.** *We are currently working on chapters in Colorado Springs, North Carolina, and Miami.*
- **Yellow.** *We are currently working with three chapters. Chattahoochee Valley is working to rebuild by adding the Fort Benning site to their membership. We are planning an event in Mobile the weekend of the TROY vs. USA baseball series, recruiting individuals in the area to reach out to alumni in the area to participate in the event as well as revitalizing the Southwest Alabama Chapter and its membership. Continuing to work with the South Georgia chapter to get back on its feet and continue to rebuild and grow. Revitalizing these three chapters will put us at 150% of*

1.9 (Continued)

> *our goal for the year.*
> - **Yellow.** *Currently working with Global Campus to establish an alumni club in Ho Chi Minh City (Vietnam).*

1.9.2. Using the 2009-2010 goal year as a base, increase the number of alumni who make gifts to the University by 20% each year.

> **Yellow.** *In 2009-2010, we had 5260 gifts from alumni. Our goal for 2010-2011 is 5786. To date we have 3555 gifts or 61.4% of our goal.*

1.9.3. Increase alumni engagement in University activities and events:
- Using 2010 as a base, increase the number of alumni who attend the Spring Reunion dinner by 10% each year.
- Involve alumni in the planning of the 2012 Celebration event; goal is to have no fewer than 300 to attend this event.

> - **Red.** *In 2010, 167 attended the Reunion Dinner; in 2011, 150 attended the dinner. However, the total who attended Spring Reunion activities increased significantly. We added a Delta Chi Reunion which attracted 150 alums, a T-Club meeting which attracted 50 and a donor recognition event which had 60 in attendance. The number attending the Scholarship Brunch went from 238 in 2010 to 250 in 2011.*
> - **Yellow.** *Several alumni are on the committee for the planning of the 2012 Celebration Event – which will include the 125th Birthday Celebration, the second TROY Shield Society induction and the public announcement of the capital campaign.*

1.9.4. Effectively communicate with all alumni:
- Continue to develop and utilize Facebook for alumni affairs.
- Have a viable link between Facebook and website by the end of 2010. Increase the number of Facebook contacts by 20% each year 2011-2015.
- Establish Twitter link by mid 2011. Increase the number of followers 20% each year 2012-2105.
- Develop Linked-In connection by the end of 2012. Increase the number of followers 20% each year 2013-2015
- Continue to publish the Alumni Magazine, but add on-line versions of all editions by 2012.

> - **Green.** *Weekly usage of Facebook for alumni affairs events, notices, and announcements.*
> - **Yellow.** *There is a Facebook link on the Troy University website.*
> - **Yellow.** *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.*

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

The Johnson Center goal is complete and ready for full implementation in the Fall of 2011. We will hire a permanent director as soon as possible in order to accomplish the objectives presented. Goal 1.10.2 has been delayed due to the redesign of the website and lack of vision due to leadership absence.

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.
Yellow. *We continue to offer research opportunities for faculty as needed through contract research. Though we have slowed in volume without a director, we still do work in noted areas of water resources and retail studies.*

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.
Yellow. *This goal is in progress. Due to funding, we have delayed a formal rollout but continue to emphasize as we determine mission as related to AACSB accreditation.*

c.   Develop a responsive organizational structure with qualified leadership that will grow the reach of the CIBED.
Red. *This goal has not been started. Without a permanent Director in place, reorganization is not prudent.*

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

Red. *This goal has not yet begun.*
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.

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

Green. *This goal has been accomplished. The Director of the Johnson Center, Dr. Scott Beaulier was hired in Fall of 2010. Over the past year, the business economics undergraduate major was revamped and ready for offering in Fall of 2011. Also, the center is fully staffed with faculty through the hiring of three economists: Dr. Dan Sutter, Dr. Daniel Smith and Dr. George Crowley. The only requirement not complete per the funding agreement is the hiring of a secretary/assistant. This will be done by the start of the Fall of 2011—before moving into Bibb Graves.*

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

A draft analysis that has been shared with Dr. Bookout, our Champion for this objective. We are working to expand the review of centers to include credit hour production analysis for academic areas as well. The University-wide employee recognition program for cost savings will be addressed on future reports.

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

<mark>Yellow.</mark> *A draft analysis that has been shared with Dr. Bookout, our Champion for this objective. We are working to expand the review of centers to include credit hour production analysis for academic areas as well.*

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

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

1.12   Strengthen leadership development opportunities for students.

The January-March 2011 quarter included the following leadership development opportunities for students:

- *8 guest lecture presentations were given by the two LDR Department faculty members to student organizations.*

- *2 Leadership Field Trips were executed for the 22 students enrolled in the Chancellor's Leadership Capstone Course.*

- *6 student leaders experienced attendance at the Higher Education Alumni banquet*

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

<mark>Yellow.</mark> *The January-March 2011 quarter included the following progress initiatives for increasing the number of students pursuing a minor in leadership:*

- *Trojan Day Recruiting Booth for the Leadership Department*

- *Identification of current LDR 1100 students performing at the "A" level and encouraging each to pursue a minor in leadership*

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

All listed objectives of the QEP are being accomplished at this time. The recently revised and distributed Faculty Participation in the QEP Survey should yield more specific data to substantiate the achievement of these objectives.

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.

> <mark>Yellow.</mark> *Faculty and staff participation in the fall semester pre-classes discussion sessions continues to increase annually beyond the 10% goal.*

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.

> <mark>Yellow.</mark> *The Faculty Participation in the QEP Survey has been updated to include more specific areas where faculty have participated, such as incorporating the CRI selection into their courses. Dr. Ingram has sent out the revised survey; specific data is not available at this point, but individual faculty members have reported that they've used the book in English, science, TROY 1101, and history classes.*

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

> <mark>Yellow.</mark> *The Faculty Participation in the QEP Survey has been updated to include more specific areas where faculty have participated, such as incorporating the COLRI selection into their courses. Dr. Ingram has sent out the revised survey; specific data is not available at this time; however, the Dean of Communication and Fine Arts has reported that faculty in that college have used the selected reader beyond the required classes.*

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.

> <mark>Yellow.</mark> *For the 2010-2011 Academic Year, faculty participation in the annual training for the CRI book discussions exceeded the goal of 15 participants.*

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.

> <mark>Yellow.</mark> *The faculty participation in the QEP survey has been updated to include more specific areas where faculty have participated. The results should provide data necessary to report on this objective. Dr. Ingram has sent out the revised survey. Data will show that faculty strongly participated in the New York Times Talks, Frankenstein Film Festival, visit to the campus of NYT Book Review Editor Sam Tanenhaus, and visit of author Richard Glaubman.*

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

A Pro Forma for AACSB accreditation has been developed and presented to the SVC for Academic Affairs. All other goals have been scheduled but not yet started.

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

Green. *A Pro Forma has been developed and presented to the SVC for Academic Affairs.*

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

White. *Scheduled, but not yet started.*

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

White. *Scheduled, but not yet started.*

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. *Scheduled, but not yet started.*

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. *Scheduled, but not yet started.*

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

Work continues to develop a structure for Honors Program; a proposal is being prepared and should be submitted by early summer. All other goals have not yet been scheduled to start.

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.

==Yellow.== *Work continues in this area by the Team Leader and Director of UHP. Proposal is forthcoming by late Spring/early Summer.*

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.

White. *Not ready for discussion; resources will depend on assessment and completion of SO 2.3.1.*

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.

White. *To be determined in next academic year.*

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

White. *To be determined in next academic year.*

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

White. *To be determined by late Fall 2012/early Spring 2013.*

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

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.

The Diversity Program Planning Committee has been active in attending several diversity summits each year. For goal 2.4.1, queries have been developed to review minority students to determine the demographics by locations, as well as determine retention rates for minorities. Depending on the data, the committee will determine appropriate recommended actions/tasks. In addition, some preliminary planning has begun on goals 2.4.2 and 2.4.5.

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.

==Yellow.== *Queries have been developed and more planned for the committee to begin analyzing the demographics and the retention of minority students. Depending on the data, the committee will determine appropriate recommended actions/tasks.*

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.

==Yellow.== *The Champion has asked the Human Resources Director, who is also on the Diversity Program Planning Committee, to develop a draft policy for the Chancellor's Cabinet for this goal. This should be completed in time to meet the goal deadline date.*

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.

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

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

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

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

==Yellow.== *This goal planning has not yet begun. However, the Director of Human Resources has begun to evaluate the costs associated with developing this plan. She is comparing the costs to accomplish this plan with in-house resources versus out-sourcing the work.*

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

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

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

A change was made in the development of faculty orientation materials from a university-wide program to programs developed and delivered by each college. In addition, work was done to further expand IT training offerings.

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

Yellow. *Human Resources continues to progress in the development of online general orientation modules. A change was made in the development of faculty orientation materials from a university-wide program to programs developed and delivered by each college. This change was made in an effort to move forward without additional funding. The Academic Division developed a core set of orientation subjects, and each college is using that information as the basis for developing its own orientation program.*

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 currently not 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 are being 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 by December 31, 2015.

Yellow. *Work is currently underway for online and hands-on training additions. The implementation on new online training including: Word 2010, Excel 2010, PowerPoint 2010, Outlook 2011, What's New in Office 2010, EchoSign, HR Harassment and Discrimination Prevention, and Basic Datatel & VPN Training (this has been completed). 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, Entrinsik Reporting, Security Essentials, New Employee, Blackberry, iPad, and Web UI.*

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

Documents regarding existing University policy and protocol are being reviewed, and work continues to revise policies on faculty travel with student study abroad.

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

> **Yellow.** *Documents are being reviewed and work continues, especially between the Associate Vice Chancellor for International Affairs, the Director of Study Abroad and the Team Leader. Specific University policy document on Study Abroad approved by Academic Steering Committee in first quarter of 2011. Work continues on review and possible revision to existing documents associated with Chancellor's International Initiative for faculty travel with student study abroad. Anticipated completion of SO 2.6.1 is late Spring/early Summer 2011. Numerous faculty with the University have requested and been granted support for travel with student study abroad trips.*

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

> **White.** *Forthcoming.*

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

> **White.** *Forthcoming.*

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

> **White.** *Forthcoming.*

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. Current staff and technologies are being utilized to address the goal; however, pace and development will not be sufficient to accomplish goal without additional resources outlined in the 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 for viability of electronic workflow implementation and potential process change by June 2011.

Yellow. *Inventory review was completed June 2010.*

2.7.3. Establish costs estimates for technology and training.

Yellow. *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 $17,500.00. TROY currently has an online training portal, which will be leverage during the deployment process.*

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

Yellow. *Completed pilot program and assess success of 2 key workflows during December 2011. Two forms are being reviewed, 7 are being testing, and 5 forms have been deployed this quarter.*

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

Yellow. *A full-scale plan was developed January 201, 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-on-one training based on form selection, and online user guides.*

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

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

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

Data collection is underway of current demographic trends and enrollment patterns. Other goals will be completed following analysis of this data.

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

<mark>**Yellow.**</mark> *Data collection underway of current demographic trends and enrollment patterns. Projected completion: September 2011*

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

<mark>**Yellow.**</mark> *Data collection underway in order to conduct situation analysis of current TROY enrollment. Projected completion: September 2011.*

2.8.3. Conduct SWOT analysis by September 2011.

White. *Sub-committee for conducting SWOT analysis to be appointed in March 2011. Projected completion: September 2011.*

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

White. *Annual enrollment projections to be stated after data analysis. Projected completion: August 2011.*

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

White. *Recommendations on any changes in admission requirements to be determined after careful data analysis. Projected completion: August 2012.*

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

White. *Effectiveness measures to be established after data analysis. Projected completion: August 2012.*

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

<mark>**Yellow.**</mark> *Attempts to increase international student enrollment inside US by 15% ongoing. Projected completion: August 2013.*

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

Troy University hosted an AQA criteria workshop on the Troy campus January 26, at which several area healthcare and educational organizations were represented, including a cohort of TROY employees. IRPE staff member Dan Tennimon has been selected to serve as an examiner for the 2011 awards; this experience will benefit the University for future application writing.

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. *Section 5 of the AQA criteria presents the greatest area for Opportunities for Improvement, so the University participated in the Chronicle of Higher Education's Great Colleges to Work For Survey. The survey results were studied, leading to the development of a more detailed survey that was conducted internally in January 2011. Results from this survey have been reviewed by a team that includes representatives from the Faculty Senate, Human Resources, and staff areas. A set of recommendations has been prepared and will be reviewed in the next quarter by the SVCs. Additionally, the SVCs have agreed to support a common leadership reading initiative, which relates to AQA criteria area 2; Dr. John Kline is assisting with the selection of the book.*

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. Strong emphasis for items detailed in pro forma has been observed; current resources will not address items that have emerged from needs analysis and meeting discussions.

For each year, 2010-2011, 2011-2012, 2012-2013, 2013-2014, and 2014-2015:

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

<mark>Yellow.</mark> *Completed review of current areas of strength and areas that need improvement.*

Strengths: *Helpdesk, self-help system, ERP System, System Availability, Data Center, Network Authentication System, Systems Engineering staff, Data Security Measures, Document Imaging, and Emerging Paperless signature system*

Areas of Improvement*: Network Infrastructure Upgrades, Wireless Network Enhancements, Internet Access Enhancements, ERP Ad-hoc reporting system, Web design, Telephony integration across campuses/regions, Ad-hoc Videoconferencing, and Virtualized Desktop*

3.1.2. Assess potential technology improvements to address areas of improvement

<mark>Yellow.</mark> *Work continues to review technology improvements. Meetings with key vendors took place in February and March 2011 to review surveys results and begin assessment process of potential technology enhancements.*

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?

White. *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

White. *Goal not yet started.*

3.1.5. Deploy improvements based on level of criticality

White. *Goal not yet started.*

3.1.6. Assess success of programs' implementation

White. *Goal not yet started.*

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

During this reporting period students participated in RecycleMania, proposals were prepared for reducing energy, and on-going work toward establishing carbon footprints on our Alabama campuses continued.

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

Yellow. *Troy University students commenced their inaugural participation in RecycleMania starting January 2011. The tournament ended in March. Final results from the RecycleMania tournament will be available in April/May 2011.*

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 is being finalized that will provide locations and floor plans identifying each recycling center.*

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. *Specific buildings from all Alabama campuses have been identified for lighting retrofits and with investment paybacks. Anticipate approval to proceed with cost saving measures is May/June 2011.*

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

Yellow. *Currently finalizing the carbon footprint for each Alabama campus location. Carbon footprint analysis has been expanded to include food service operations.*

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

White. *Projected start date is April/May 2012.*

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. *Mark Salmon is currently pursuing certification.*

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

3.3.1. For each year, 2010-2011, 2011-2012, 2012-2013, 2013-2014, and 2014-2015: Conduct and review and develop a rolling two-year resource plan each summer that states the expected hiring needs for faculty and staff, and states the infrastructure needs to support new faculty and staff.

Yellow. *During this reporting period additional preliminary work was accomplished to establish the priority to be placed on introducing new academic programs in Fall 2011. On March 24-25 a mini-conference was sponsored by Marketing & Communication and Enrollment Management which involved all academic deans, associate provosts, GC directors, and IT to identify high demand/high program readiness by college. This will be used and built upon during the early summer when the two-year resource plan will be developed for 2011-2013. No problems are foreseen on creating the resource plan.*

3.4 Pursue renovation and construction opportunities.

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

3.4.1. 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*.

<mark>**Yellow.**</mark> *Start date June 2010. Review and update of process is complete. Currently working to establish an instrument to effectively measure student satisfaction. Projected completion June 2011.*

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.

<mark>**Yellow.**</mark> *Start date June 2010. Review and update of process is complete. Working to establish a format to measure cycle time to measure performance. Projected completion June 2011.*

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.

<mark>**Yellow.**</mark> Alumni Hall. *Start date June 2010. Currently under A&E and administrative review. Projected completion 2013.*

<mark>**Yellow.**</mark> North End Zone. *Start date June 2010. Currently seeking private and gift funding sources. Projected completion 2013.*

<mark>**Yellow.**</mark> Additional Residence Halls – Troy campus. *Start date June 2010. Currently under A&E and administrative review. Projected completion 2013.*

<mark>**Yellow.**</mark> Sartain Hall. *Start date June 2010. Currently in the planning stage for A&E and administrative review. Projected completion 2014.*

<mark>**Yellow.**</mark> Janice Hawkins Park and Amphitheater. *Start date June 2010. Currently in A&E design. Projected completion 2012.*

<mark>**Yellow.**</mark> Stewart Hall. *Start date June 2010. Currently in A&E and administrative review. Projected completion 2012.*

<mark>**Yellow.**</mark> Tennis Program. *Start date June 2010. Currently under A&E and administrative review. Projected completion 2012.*

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

White. *Waiting on private donor funding support.*

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

White. *Waiting for student demand to justify project(s).*

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.

The committee continues to develop a list for potential community partners for all Alabama campuses. Phenix City campus will complete their Advisory Council this year. We continue to work to develop agencies for the "CUP". We continue to develop potential 'Economic Partnerships, i.e. Ozark/Dale County Economic LLC.

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

Green. *Completed October 25, 2010.*

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

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

Yellow. *Continuing to complete list, should be completed by December 31, 2011*

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

Green. *Dothan Campus completed October, 2008*

Green. *Montgomery Campus completed July, 2009*

Yellow. *Phenix City Campus to be completed by 2011*

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.*

Yellow. *Continue to develop agencies for 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

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

Yellow. *Continue to develop leads for Economic Partnerships*

3.5 (Continued)

    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

        <mark>**Yellow.**</mark> *Discussion was held on October 25, 2010. Survey has not been completed.*

        <mark>**Green.**</mark> *Completed, ready for distribution. December 31, 2010*

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

The Strategic Objective 3.6 team met March 2, 2011 to review progress and update plans. Positive progress has been made in all areas, highlighted by new TrojanVision presence in Dothan and surrounding areas; new TrojanVision programming and promotion of programming; increased availability of streaming video and video on demand; new coverage of Dothan commencement; improve technology infrastructure in multiple areas; preparation of a media training module; additional benchmarking efforts; and successful completion of sub-objective 3.6.5.

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

==Yellow.== *TROY TrojanVision is now carried by Time Warner Cable in Dothan, with coverage in the city as well as in surrounding communities. Increased coverage of athletics (permissible events) continues, and promotion for key programming has been increased through presence on Steve Flowers' website (http://steveflowers.us/) and updated program schedules on troy.edu. Relatedly, programming improvements are in progress. Live-streaming and video-on-demand efforts continue to increase with coverage of the Helen Keller Lecture and more.*

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

==Yellow.== *The TROY TrojanVision Global News program, new original programming, was piloted April 12 and will become part of regularly scheduled programming in the fall of 2011. Additional, scholarly oriented programming is in progress to include public service announcements for the colleges. TrojanVision will initiate recording of Dothan commencement exercises beginning with the spring 2011 commencement. Additional technology infrastructure improvements are in progress and planned to ensure that students are learning on state-of-the-art equipment and the University is providing an appropriate digital signal to cable systems. Sports reporting and political reporting internships have been made available to students at Montgomery TrojanVision.*

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.== *University Relations has developed a media training module and will be contacting academic deans and others in leadership positions to offer opportunities for training. University Relations staff members will customize the module for each division.*

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

==Yellow.== *The comprehensive assessment of TrojanVision programming is complete and new programming is being added. Additional programming reviews are in progress internally. R. Hazel is pursuing additional evaluations through cosida.com. T. Davis is conducting an internal assessment and review in University Relations, and ProfNet has been purchased and new announcement systems are in place for the CyberKids program. Marketing is investigating the cost of an external assessment by Stamats.*

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.== *This objective has been met. Per data gathered by S. Atkins on 3/14/2011: from August 1,*

3.6 (Continued)

> *2009 – December 31, 2009 we had 171,302 visits to the sports information website. From August 1, 2010 – December 31, 2010 we had 343,150 visits with 1,406,545 page views and 1,034,350 unique views. These data indicate successful completion of this objective.*

3.7 Establish a comprehensive University Archival Program.

A response was prepared and submitted for the NAHRA grant application previously submitted. A draft position description for University Archivist was prepared and submitted to committee members for response.

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.

White. *Permanent commitment for the space has not been actively requested.*

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

Yellow. *The job description has not been completed but will be ready within the month of April.*

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

Yellow. *The grant was submitted prior to the 2010 deadline. Requests for additional information were received and a response was submitted. May 2011 is the deadline for acceptance/rejection.*

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

White. *The creation of this manual has not been scheduled to begin yet.*

3.8 Pursue opportunities to enhance the quality of athletic programs.

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

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

==Yellow.== *The Office of Student-Athlete Services continues to be the area of academic enhancement. This office is open from Sunday night through Friday afternoon and houses study areas, computer rooms and tutorial services. This area is available for more than 400 student-athletes. During the Fall semester, student-athletes logged in 19,112 hours of study time and 178 student-athletes had 3.0 or higher grade point averages for the semester. During this Spring semester, utilizing the GradesFirst Academic Software system, the Office of Student-Athlete Services was able to electronically request over 6,200 progress reports for Faculty to review, complete and submit.*

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

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

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

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

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.*

3.8 (Continued)

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

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

Yellow. *This objective will be evaluated on an annual basis. Each varsity sport participating in the Sun Belt Conference will be ranked on place finish at the end of the year. Currently, of the 16 varsity Sun Belt sports, 7 have completed their season.*

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

Yellow. *The TROY Athletics Media Relations and Promotions Department continues to utilize all forms of electronic media to tell the TROY story. Stories are on facebook, twitter, text, electronic mail, and located on the web site. Further, the Athletics Department has transitioned into online media guides that 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.*