

Summary of Troy State University System Coordinated Strategic Plan Results by Individual Universities: 2001-2005

On August 1, 2005, Troy State University and the Troy State University System- Troy State University (in Troy) Troy State University Dothan, and Troy State University Montgomery became one institution—Troy University.

The history of the last five years is captured in **Troy University Transformational Strategic Planning: The Journey to One Great University 1995-2005**. Particular attention is paid to the years 2003-2005 that saw the shift from increased cooperation within the TSU System, to creating “One Great University.”

One feature of the TSU-System Strategic Plan was linking TSU, TSUD and TSUM through a common set of initiatives that enabled commonality of system-wide as well as institution-specific objectives. This report details work completed by faculty and staff as they addressed both types of objectives. In addition this report adds a last piece of institutional assessment about the strategic planning and implementation of the last half-decade.

It is important to note that the Troy State University System before, and now Troy University takes strategic planning very seriously. This can be seen in details of each of the institutional responses in this report and the set of documentation on strategic planning that can be found under the administration section at the Troy University website: <http://www.troy.edu>

Bold thinking, effective leadership, and dedication to implementation has resulted in one great university and excellence in individual plan implementation at the former independent institutions.

Each Institution responded to a common set of System Initiatives while identifying correlated institutional initiatives. This, as can be seen by the data, resulted in a high rate of accomplishment at each institution and the System levels.

Overall TSU, TSUD and TSUM identified 30 initiatives and 193 strategic objectives. Of the objectives, 66 or 35 percent migrated into support of the One Great University Plan of 2003-2005, with the other 65 percent being specific to improving one of the three institutions. Finally 162 of 193 total objectives were assessed as complete, or operational. This projects a cumulative 83 percent completion rate.

The information that follows traces this success institution by institution. It also points out how hundreds of people rose to a historic occasion to turn the vision of “One Great University” into reality while at the same time raising the bar of excellence at each of what are now the campuses of Troy University. Students and the citizens of Alabama are beneficiaries because faculty and staff made sure that Troy University is indeed the University of the future today!

SUMMARY OF TROY STATE UNIVERSITY DOTHAN STRATEGIC PLAN

***“Building on Excellence: The Next Step Toward Learning and Leadership”* CONCLUSION OF THE PLAN (August 31, 2005)**

Troy State University Dothan started its implementation of the 2001-2005 Strategic Plan in 2001. There were 11 strategic initiatives in the Strategic Plan, including 80 objectives, which covered all areas in administration, teaching, technology, and services of the University. Under the leadership of the University’s Executive Work Group, all the faculty and staff of the University had worked arduously and intelligently to accomplish the strategic objectives set in the 5-year strategic plan. As of July 31, 2005, 64 (80%) of the strategic objectives had been completed, which indicates the effectiveness of the University in its accomplishment of the mission and goals to provide quality education and services to the students attending the University and help them achieve their goals of a college education. In the process of the three separately accredited campuses merging into one university, some of the strategic initiatives became part of the OGU strategic initiatives, while others were dropped or discontinued even though a few were not completed (See attachment). The major accomplishments achieved at the University over the five years, among other things, are as follows:

1. Troy State University Dothan successfully passed the NCATE review and secured NCATE re-affirmation of accreditation for the College of Education. At the same time, the College of Education secured continuing certification of all the programs in the major areas of education.
2. With the attainment of the Federal Title III funding, the University created and implemented new academic programs/offerings to meet the changing professional/academic requirements and provide more opportunities for people in the Wiregrass area to go to college. These new programs and offerings include MIS option in Network administration, Ed.S program in School Psychology, B.S. programs in Chemistry and Chemistry Education, and Archive Studies minor.

3. A systematic, ongoing institutional research and effectiveness process has been in place to ensure regular and continual data collection to support planning, decision-making, and policy formation at the University. Over the past 5 years, the University has been implementing an annual outcome planning and assessment process to continuously evaluate the effectiveness of the University in accomplishing its mission and goals. Additionally, other divisions or programs of the University also have their own assessment processes. For example, the College of Education has implemented a performance assessment system to evaluate the performance of all the teacher education and school support students.
4. Technologies and educational media, such as computerized simulation, Tegrity, Blackboard, etc. have been widely used to expand, strengthen, and enhance academic programs to meet the requirements for accessibility and academic integrity. Web-enhanced and Distance Learning courses have been developed to satisfy the special needs of the students. On average, over 30 courses (around 10%) were taught online or in other DL format each term. At least one-third of the students benefited from the DL course format. In 2003, the University started its first online graduate program, the online MBA program.
5. Starting in 2003, online registration has been fully implemented at the University, using WebExpress. This has effectively improved the registration process, saved students time, and enabled faculty to work efficiently with their students in academic advising. Currently around one-third of the students registered online each semester.
6. Space has been increased dramatically to provide for the needs of teaching and learning at the University. The Library/Technology Building was put into use in Fall 2001 and the construction of the Science Lab was completed in 2004. Both are equipped with the state of the art technologies, which are upgraded on a regular basis, and have been fully utilized to facilitate and enhance teaching and learning ever since their completion.
7. The University has been doing its best to maintain and increase the quality of education over the past five years. The results of the ETS major field tests for business majors have shown that TSUD business students scored about the same as the national norms over the past few years. On the other hand, every year 100% of Special Education students passed comprehensive/senior exit exams and were recommended for teaching certification; Alabama PEPE results indicated that TSUD graduates were effective teachers; and all CP, PSY, SCHC, and SI students met all the professional standards and requirements for the professional counselor licensure eligibility in Alabama, Georgia, and Florida.
8. Over the past five years, assessment results showed that the majority of the TSUD students were satisfied with the quality of education and services they received at the University and would recommend the University to anyone planning to college.

Recommendation for improvements;

1. When new strategic initiatives are developed, objectives should be “specific, measurable, actionable, realistic, and time-related.”
2. Annual assessment plans should be closely related to the strategic initiatives/objectives so that completion statuses can be properly measured on a cumulative basis for the assessment purposes.
3. The University should follow up with the objectives and intended outcomes that are not completed each year and make sure they are completed as planned.
4. Use of assessment results for improvement should be emphasized so that evidence can be properly documented.

**SUMMARY OF TROY STATE UNIVERSITY MONTGOMERY STRATEGIC PLAN, “Lighting the Way to a Brighter Future” – CONCLUSION OF THE PLAN
(August 31, 2005)**

Troy State University Montgomery’s (TSUM) four-year strategic plan, “Lighting the Way to a Brighter Future” started September 1, 2001. It had fifty objectives grouped under ten initiatives. This plan was unique and challenging because a System strategic plan had been developed and was being initiated at the same time. Both plans had been developed concurrently and were complimentary where possible.

Starting in the second year of the plan and continuing to the end of the plan, additional work was added to a “busy plate” because of the involvement of many Montgomery Campus staff and faculty in the consolidation into “One Great University”.

This was the fourth and final year of the plan and the TSUM plan was closed-out on July 31, 2005. Of the fifty objectives contained in the plan, thirty-seven (74%) were entirely completed with thirteen (26%) remaining. Most of the remaining objectives had major work completed toward accomplishment. Most of the remaining objectives will be reviewed by the new Troy University for possible future application but none of the thirteen were selected for continuation under the first Troy University strategic plan. See Attached chart for status of objectives.

Following are some (but not nearly all) of the key achievements of “Lighting the Way to a Brighter Future,” grouped in terms of categories and initiatives.

Academic/Curricular/Diversity (Initiatives 1, 2, 3, 4, & 7)

- Exceeded the objective of 3,600 students by increasing to 4,318 students by the end of the plan, probably the most significant accomplishment. (FA 2001:3,211/SP 2005:4,318 = 34% increase)
- Initiated an executive level Master of Science in Public Administration (MSPA) program.
- Added Vocational Rehabilitation Counseling and Substance Abuse Counseling concentrations to the existing Master of Science in Agency Counseling.
- Initiated a Civil Rights Option in History and a Technical Writing Option in English.
- Continued to be the most diverse school in the state with the most diverse student body and highest percentage of African-American faculty and staff.
- Increased the number of African-American faculty candidates in the African-American Fellowship Program by 100%.

Community /Outreach/Rosa Parks Library and Museum (Initiatives 5, 6)

- The Rosa Parks Library and Museum has been a key factor for community involvement becoming a center for community and student activities.
- Hosted Rosa Parks “Women of Courage” lecture series, United Press International (UPI) Symposium, “Connecting our Communities” Bus tour, and the Annual Alabama Center for the Book Gala.
- Over 300 special events were hosted or sponsored on the Montgomery Campus each year for the past two years. These events involved corporate, governmental and civic organizations.
- Conducted or hosted numerous diversity and community unification events in the Rosa Parks Museum Auditorium, Exhibit Hall and classrooms as a way of improving interaction and improved relations between a diverse community of citizens.
- Increased presence in River Regional Communities and organizations such as Riverfront Development, Jubilee City Fest, Partners in Education, and Holiday Parades.

Technology/Services/Training (Initiatives 7, 8)

- All classrooms were updated with new technology and the Learning Resource Center was renovated and rededicated as the Gene Elrod Success Center.
- Provided workshops for Blackboard and PowerPoint, and developed an EQUIP program to teach faculty how to use Blackboard software for developing online courses.

- Conducted diversity training to promote cultural awareness for the faculty and staff.
- Improved the technology services and resources available in the Instructional Technology Enhancement Center (I-TEC) that provides faculty and students the latest software and hardware on the market that allows for improved teaching by faculty.

Facilities (Initiatives 9, 10)

- Almost every building and facility has had some renovations and upgrades during the past four years, to include:
- Renovated the Whitley Hall Parking Deck and completed a new TSUM Wellness Center.
- Renovated a Maxwell Air Force Base computer lab and Bartlett Hall biology and physiology labs, installed a new computer lab at Gunter Annex and upgraded three computer labs in Whitley Hall.
- Renovated Building 108 and renamed it Bartlett Hall.
- Renovated the Gene Elrod Success Center and created a new writing lab in Whitley Hall.
- Upgraded and renovated all Whitley Hall elevators, and the Whitley Hall electrical distribution system was also completely upgraded.
- Completed exterior façade renovations of Whitley Hall and Whitley Hall Annex.
- Installed a new telephone and voicemail system in the University and the security system was upgraded to 60 cameras.
- Acquired two more buildings for the University mission: the 8-story Executive Building and the 2-story building for the Rosa Parks Museum Children’s Annex.
- Completed nearly 95 percent of the development of the Rosa Parks Museum Children’s Annex project.
- Significantly improved the campus grounds with better landscaping, painted buildings and signage.

Overall, the “Lighting the Way to a Better Future” strategic plan resulted in significantly improving the Montgomery Campus and providing a substantially better educational experience for students attending Troy University. In addition, the public perception of Troy University has been greatly enhanced as a result of the many accomplishments brought about by effectively implementing this strategic plan and accomplishing most of the objectives in the plan.

Troy University applied the resources necessary for accomplishing most of the objectives in the Montgomery Campus strategic plan; however, the uncompleted objectives were not completed because of continued low state funding for the University. Even so, it was a successful four years.

**SUMMARY OF TROY STATE UNIVERSITY—TROY STRATEGIC PLAN, “Over The Horizon: Strong Values—Clear Vision, A Strategic Plan 2000-2005” – CONCLUSION OF THE PLAN
(August 31, 2005)**

One of the greatest impacts of the Troy State University strategic plan—*Over the Horizon: Strong Values – Clear Vision, A Strategic Plan 2000-2005*—was that it was sufficient to see Troy State University through one of the most successful reaffirmations of accreditation with the Southern Association of Colleges and Schools Commission on Colleges (SACS-COC) in the history of the University. The planning and achievement efforts of every program were tied to this strategic plan. The strategic plan had nine initiatives and 63 strategic objectives. Presently, 96.8% of the strategic objectives have been accomplished, one objective was dropped, and by the end of the year 2005, 98.4% of the strategic objectives will be accomplished. A summary of some of the impacts of each of the nine initiatives follows.

Initiative #1 involved increasing campus enrollment to 7,000 students while providing “customer” service and use of technology to deliver student activities. There were fifteen strategic objectives supporting this initiative. Major impacts include:

- From fall 2000 through fall 2004, enrollments increased to 7,014 or 37.72% for the Troy campus; to 1,833 or 51.99% for the Phenix City campus; to 8,847 or 40.45% for both Troy and Phenix City campuses; and to 12,095 or 79.19% for University College. The overall increase was 60.49% with 20,942 students on all campuses.
- Technology enhancements such as Trojan Web Express moved student processes online and made registration and access to financial and academic information easier while the improved website allowed students to apply online, access academic information, use library resources, and benefit from other online resources. This has dramatically improved customer service.

Initiative #2 addressed developing an educational and service relationship with schools, colleges, businesses, organizations, governments, and associations. There were seven strategic objectives supporting this initiative.

- Numerous grants and contracts have provided educational and service relationships with a variety of entities and have been secured and implemented by all divisions of the University from year 2000 through 2005. Over the five years of the strategic plan 469 projects were funded for a total amount of \$45,495,658.
- Academic programs and services have been provided from the Troy campus to Alabama school districts, other institutions of higher education, government, businesses, industries, and private agencies; and University College offered educational services to numerous cohort groups around the United States.

Initiative #3 dealt with expanding metro centers and providing improved technology links to programs on campus. Six strategic objectives supported this initiative.

- In University College, offerings through metropolitan areas have been expanded in Georgia, Florida, Virginia, Pennsylvania, and in international cities like Bangkok, Thailand; Mumbai, India; Hanoi, Vietnam; and Heidelberg, Germany.
- Implementation of BlackBoard for distance learning has greatly improved technology for academic programs, and creation of e-campus with its many portal options and support programs moved the University “light-years” ahead in technology links to campus programs.

Initiative #4 involved creating new academic program options in various fields. There were five strategic objectives supporting this initiative.

- New academic concentrations and programs in geomatics, sport and fitness management, nursing, music conducting, and other academic areas were implemented despite moratoriums on new programs imposed by the ACHE. In addition, many existing academic programs have been re-designed for distance learning options of online learning, live interactive instruction, and live-on-tape teaching.

Initiative #5 entailed building continuing education and professional development programs for life-long learners. Four strategic objectives supported this initiative.

- Some of the professional development opportunities provided by the University include programs for Alabama Departments of Mental Health and Retardation, Environmental Management, and Economic and Community Affairs; Alabama Archaeological Society, ACHE, Alabama Humanities Foundation, State Department of Education, Alabama Public Service Commission, Small Business Development Center, State Council on the Arts, and others. Troy University centers such as the CBES and In-Service Center provided numerous continuing education and professional development opportunities.

Initiative #6 involved seeking national accreditation of academic programs which have national accreditation available. Three strategic objectives supported this initiative.

- Troy University received accreditation for academic programs from the Council for Accreditation of Counseling and Related Educational Programs (CACREP), Council on Rehabilitation Education (CORE), National Council for the Accreditation of Teacher Education (NCATE), National Association of Schools of Music (NASM), National League for Nursing Accrediting Commission (NLNAC), Council on Social Work Education (CSWE), Association of Collegiate Business Schools and Programs (ACBSP), and Commission on Accreditation of Allied Health Education Programs (CAAHEP).

Initiative #7 dealt with infusing technology into all aspects of the curriculum and library. Nine strategic objectives supported this initiative.

- Computers and training were provided for faculty, online library services became fully available, Blackboard was implemented, Trojan Web Express was implemented, web pages were updated, the campus was hardwired with fiber optic cable, all personnel and students were provided access to e-mail and internet, and computer labs were upgraded and expanded.

Initiative #8 involved aesthetic enhancements of facilities and grounds and continued development of the athletic programs. Twelve strategic objectives supported this initiative.

- Aesthetic enhancements, renovations, and construction projects were implemented in the Bibb Graves Quadrangle, Movie Gallery Veterans' Stadium, Trojan Arena, dormitories (particularly Shackelford and Clements), Alumni House, softball field, tennis courts, and the Recreational Gym on Elm Street to name a few.
- Troy University Athletic programs moved to Division 1, and the football team played powerhouse teams like the University of Nebraska and the University of South Carolina.

Initiative #9 included making Troy State University the best value in higher education and the best place to live and learn in the South. There were two objectives supporting this initiative.

- Through good stewardship of all funds (state and external), the University has increased enrollments, implemented new educational delivery systems, enhanced facilities, and installed technological enhancements that make TSU a quality place to live and learn.
- International enrollments increased from 212 in fall 2000 to 421 in fall 2004 for an increase of 98.6% over these five years, and University College implemented an International Region to accommodate their increase in international programs.

Recommendations for improvements:

1. New strategic initiatives and objectives should be carefully judged against to the mission of the university.
2. New strategic initiatives and objectives should be carefully evaluated for their interrelationships among the various divisions of the university.
3. New strategic initiatives and objectives should be carefully assessed in terms of their overall priority of importance to the university.
4. New strategic initiatives and objectives should be costed to determine their affordability and thus their relevance in terms of allocating scarce time and dollars.
5. The number of strategic initiatives should be kept to a reasonable number, realizing that too many initiatives and objectives tend to blur and implementation becomes more difficult (this recommendation ties to recommendations 1-3, above).

SUMMARY OF TROY STATE UNIVERSITY DOTHAN STRATEGIC PLAN

“Building on Excellence: The Next Step Toward Learning and Leadership”

Initiative and Objectives	Results		
	Completed	Became Part Of OGU	Decision to Drop

Initiative #1: Troy State University Dothan will seek and maintain institutional and programmatic accreditation that reinforces the university mission, promotes nationally recognized quality standards, and facilitates transferability of courses and credentials for students.			
1.1 The College of Education will meet and maintain the new standards of the National Council for Accreditation of Teacher Education and will secure reaffirmation of accreditation in 2003.	100% completed	Ongoing	
1.2 The College of Education will meet and maintain the new standards of the Alabama State Department of Education and will secure continuing certification of all programs in 2003.	100% completed	Ongoing	
1.3 The College of Business Administration will meet and maintain the new standards of the Association of Collegiate Business Schools and Programs and will secure reaffirmation of accreditation in 2003-4.	35% completed	YES	
1.4 TSUD will increase the number of full-time faculty to meet regional and programmatic accreditation thresholds.	100% completed		
1.5 The College of Education will obtain	50%	YES	

accreditation from the Council for the Accreditation of Counseling and Related Educational Programs.	completed		
Initiative #2: Troy State University Dothan will seek, design, and implement credit and non-credit educational programs that best serve the geographical service region and the distance education markets of the University.			
2.1 The University will work with public schools, junior colleges, state agencies, local governments, and the business and industry community to identify educational and training needs of citizens of the Wiregrass region.	100% completed		
2.2 TSUD will design and implement new undergraduate courses to meet changing professional requirements and increasing academic rigors in Arts and Sciences degrees and programs.	100% completed		
2.3 TSUD will build upon the diverse background and experiences of College of Business Administration faculty to develop international business programs and to integrate international business precepts into all College of Business Administration degree programs.	100% completed	YES	
2.4 TSUD will design and implement new undergraduate programs to respond to the current and anticipated demand for social work professionals.	0% completed		Evaluated by HHS Dean
2.5 TSUD will develop concentrations, options, minors and/or programs in new technology programs.	100% completed		
2.6 The College of Arts and Sciences will re-evaluate the International Relations graduate program to enhance currency, marketability, and enrollment.	100% completed		

<p>2.7 With the fiscal support of Title III - Strengthening Institutions Program, TSUD will design, pilot, and implement new academic offerings consistent with the TSU System Academic Coordinating Committee's review:</p> <ul style="list-style-type: none"> ❖ MIS option in E-Commerce ❖ MIS option in Network Administration ❖ Ed.S. in School Psychology ❖ M.S. in Psychology with concentrations in Experimental Psychology and Psychology Technician ❖ M.S. in Counseling with a concentration in Rehabilitation Counseling ❖ B.S. in Chemistry and in Chemistry Education 	100% completed		
<p>2.8 TSUD will develop the Archives of Wiregrass History and Culture to include a minor in archival studies and will seek to provide upper-division/graduate educational experiences in archival studies in partnership with other universities.</p>	100% completed		
<p>2.9 The University will seek continually to advance the concept of lifelong learning and long-term, positive benefits of higher education on the overall quality of life and the economic development of the TSUD service region.</p>	100% completed		
<p>Initiative #3: TSUD will achieve academic excellence through continuous program improvement, specialized faculty development, and expanded instructional opportunities for students.</p>			

3.1 TSUD will strengthen its present program outcomes assessment system to ensure that appropriate information is regularly and continually collected and made available to academic administration and faculty for the improvement of the academic program.	100% completed		
3.2 The College of Education will develop and implement a performance assessment system for all teacher education and school support students.	100% completed	Ongoing	
3.3 The University will work with a broad range of community partners to increase the quality and quantity of field-based experiences for students.	100% completed	Ongoing	
3.4 The College of Business Administration will develop and implement assistantships and internships to expand learning opportunities for students and to better utilize student expertise in the development of the University.	30% completed		DROP
3.5 TSUD will support the specialized professional development needs of faculty through judicious use of existing resources and identification and acquisition of additional funding support.	100% completed		
Initiative #4: Troy State University Dothan will maximize the educationally appropriate applications of technology in instructional programs, services, and applied research.			
4.1 TSUD will work to improve the technological delivery of instruction for both campus-based and distance education students consistent with the development of a virtual university for the Troy State University System.	100% completed	Ongoing	
4.2 TSUD faculty will identify and utilize advances	100%	Ongoing	

in higher education technologies to better serve the academic needs of students.	completed		
4.3 Faculty and administration will develop methods, means, and plans to insure cyclical replacement, upgrade and enhancement of instructional technology to reflect (as nearly as possible) state-of-the-art applications.	100% completed	Ongoing	
4.4 TSUD distance learning personnel and faculty will review and revise the compensation and ownership policies for development and delivery of courses at a distance in order to implement procedures that are fair to both the faculty creators and the University.	100% completed	Ongoing under eCampus	
4.5 The Library will utilize on-line capabilities to expand student, faculty and community access to information and holdings, and to provide asynchronous orientations and tutorials to assist patrons.	100% completed	Ongoing	
Initiative #5: Troy State University Dothan will develop an organizational and personnel structure that supports the creative and efficient use of resources to further academic objectives.			
5.1 TSUD will work with business, industry, and government partners to establish academic centers capable of providing applied research and support to the private and public sectors.	30% completed	YES	
5.2 TSUD will strengthen the organizational structure by continually refining the deans, directors, assistant deans/directors, and department	100% completed	Ongoing	

chairpersons.			
5.3 TSUD will identify and foster cooperative program planning and delivery methods for students within The Troy State University System.	50% completed	Yes, eCampus	
5.4 TSUD will actively seek partnerships with other colleges and universities to expand academic offerings in the Wiregrass region.	100% completed		
5.5 TSUD will strengthen the link between non-credit (Continuing Education) and credit offerings to encourage students to take full advantage of the University's lifelong learning opportunities.	100% completed		
5.6 TSUD will identify and implement continuing education programs that could serve as catalyst for development of credit offerings: <ul style="list-style-type: none"> ❖ Banking (Finance) ❖ Computer Specialties (MIS/CIS) ❖ Constitutional Reform (Political Science) ❖ Coping with Aging (Gerontology) ❖ Insurance (Business) ❖ Paraprofessional Training (Teacher Education) ❖ Hospitality (Business) 	100% completed	Ongoing	
Initiative #6: Troy State University Dothan will maintain steady and predictable enrollment growth (2,350 by fall 2005) by attracting, admitting, and retaining students who demonstrate a good "fit" with the University.			

6.1 Enrollment Management Teams for marketing/recruitment, admissions, and retention will be formed to identify and remove unreasonable or unnecessary obstacles to student access.	80% completed	YES	
6.2 The University will utilize predictive modeling techniques to attract, admit, and retain students.	100% completed	Ongoing	
6.3 TSUD faculty and staff will develop individual marketing plans and strategies for the various instructional programs.	100% completed	Ongoing	
6.4 The Datatel Communication Management module will be fully utilized to identify and communicate with prospective students and improve the prospect-to-applicant ratio. Computer system functions will include telecounseling and "relationship building."	100% completed	Ongoing	
6.5 TSUD will provide effective undergraduate and graduate orientation programs for full- and part-time students at all academic levels and in all programs of study.	100% completed		
6.6 TSUD will establish a comprehensive retention program that involves high-risk students in intervention-focused programs available on campus and at a distance.	100% completed	Ongoing	

<p>6.7 The academic divisions and the Student and Community Services Division will work together to enhance public awareness and strengthen enrollment in programs with excellent employment opportunities including the Bachelor of Applied Science, the Bachelor of Science in Engineering (partnership with the University of Alabama) and the Foundations of Education master's degree.</p>	<p>100% completed</p>		
<p>Initiative #7: Troy State University Dothan will define student-centeredness from student, faculty, and staff perspectives and will promote a high-quality customer service environment.</p>			
<p>7.1 TSUD will serve students through flexible instructional formats and schedules that meet requirements for accessibility and academic integrity.</p>	<p>50% completed</p>	<p>YES</p>	
<p>7.2 Academic divisions will achieve greater coordination among the scheduling of courses within colleges and across academic division lines.</p>	<p>100% completed</p>		
<p>7.3 TSUD will identify ways to provide more career counseling to students.</p>	<p>100% completed</p>		
<p>7.4 The University will fully utilize the desktop applications of the Datatel system to provide individual faculty access to accurate and current student and program information to enhance the advisement and registration process.</p>	<p>100% completed</p>	<p>Ongoing</p>	
<p>7.5 TSUD will evaluate transfer and transient procedures to better coordinate the movement of</p>	<p>100% completed</p>	<p>Ongoing</p>	

students within The Troy State University System.			
7.6 Available technologies, including the Datatel system, will be maximized to update and maintain accurate student information and provide on-line access to information and services to students, staff, and faculty.	100% completed	Ongoing	
7.7 TSUD will initiate student, faculty, and staff focus-groups to identify opportunities to enhance the present environment.	100% completed		
7.8 The S&CS Division will develop "help manuals" to provide information to students; information will be incorporated into FYI and FAQ pages on the TSUD website.	100% completed		
7.9 TSUD will review campus publications to enhance promotion of a quality customer service environment that ensures a timely, convenient, and efficient response to student requests.	100% completed		
7.10 The Office of Institutional Research and Effectiveness will continue and enhance an already strong system of constituent surveying, and TSUD divisions will use results to improve university services.	100% completed		
7.11 The S&CS Division will develop and provide customer-service training for all university employees.	100% completed	Ongoing	
7.12 The Financial Affairs Division will use the input of students, employees and vendors to provide the best possible food services for a small, regional,	100% completed	Ongoing	

adult-oriented, commuter institution.			
7.13 The Bookstore will employ e-commerce and on-line strategies to improve access, speed of service, and pricing.	100% completed	YES	
Initiative #8: Troy State University Dothan will identify and enhance its public image and utilize recognized strengths to increase market penetration as part of the TSU System marketing effort.			
8.1 TSUD will conduct market research and/or marketing audits to determine brand recognition and utilize the results for a three-year advancement plan.	100% completed		
8.2 TSUD will develop a speaker's bureau targeting clubs and organizations in the TSUD service area.	90% Completed	YES	
8.3 The TSUD Community Advisory Board, the Continuing Education Advisory Council, and the College of Business Administration Advisory Board will assume active roles in fund-raising and/or friend-raising for TSUD.	100% completed		YES
8.4 The Continuing Education Department will expand the programs of the University Partnership for Continuing Educators (UPACE), a partnership amongst TSUD, Jacksonville State University, and the University of North Alabama.	100% completed	Ongoing	
8.5 The Continuing Education Department will identify and implement partnerships similar to UPACE within the tri-state region.	100% completed		
8.6 TSUD will initiate merchandising and marketing efforts through auxiliary services to publicize and reinforce the University's image.	100% completed		

8.7 The Library will proactively market services, resources, and access through enhanced web site design, improved signage, updated brochures, and increased community presentations.	100% completed		
8.8 The Library will encourage community involvement by hosting lectures and discussion groups on campus, both individually and in partnership with other libraries in the service region.	100% completed		
Initiative #9: Troy State University Dothan will actively pursue a broad range of resource development opportunities to fund innovation, growth, and enhancement in academic programs, student services, and facilities.			
9.1 TSUD will work with grant programs and the Dothan Area Chamber of Commerce to acquire funding to maintain and expand the ExEL teacher recruitment scholarship program.	100% completed		
9.2 The University will maximize the use of the Connell Funds to increase student enrollments.	100% completed		
9.3 With matching funds from the Title III - Strengthening Institutions Program, TSUD will initiate an endowment for the University's future.	100% completed		
9.4 Each individual division in the University will expand relationships with the TSUD Alumni Association to foster the growth of that organization and increase its role in resource development and friend-raising for TSUD.	100% completed	Ongoing	
9.5 Faculty and staff will seek external funding for	100%	Ongoing	

instructional support, endowed chairs, laboratory upgrades, faculty development, and student scholarships.	completed		
9.6 The Continuing Education Department will increase its profitability by 15% over the next five years.	100% completed		
9.7 TSUD will complete preliminary work in community awareness and friend-raising to be able to participate successfully in the next TSU System Capital Campaign.	100% completed		
9.8 TSUD will initiate and maintain an annual fund drive.	5% completed	YES	
9.10 TSUD will work with community groups to establish memorial statues and park sites appropriate to the community and in keeping with the TSUD mission.	10% completed		Drop
Initiative #10: Troy State University Dothan will maintain an environment that is people-centered, organizationally efficient, and fiscally accountable.			
10.1 TSUD will remain committed to a comprehensive annual outcomes identification and assessment process that manages and documents University institutional effectiveness.	100% completed	Ongoing	
10.2 TSUD will enhance the orientation and training of staff on available technology to increase efficiency and effectiveness in its communication with students and other University customers.	100% completed	Ongoing	
10.3 TSUD will recruit, develop, and retain	100%		

competent persons who are dedicated to student service and academic quality.	completed		
10.4 TSUD will maximize the profitability of auxiliary services without compromising the quality of services for students or employees.	100% completed		
10.5 TSUD will strengthen internal and external communication regarding school-wide and system-wide activities and events.	100% completed	Ongoing	
Initiative #11: Troy State University Dothan will establish a healthful, safe, efficient, and beautiful campus for students, employees, and the community at large as part of the campus facility master plan.			
11.1 TSUD will provide adequate classroom, laboratory, and other instructional space through effective utilization and scheduling of existing and renovated facilities.	100% completed	Ongoing	
11.2 TSUD will relocate student services offices on the Dothan campus to a common area to develop a one-stop-shop concept.	100% completed		
11.3 The University will provide a safe and secure environment for students, faculty, and staff by conducting annual safety and emergency preparedness assessments (audits and surveys) and conducting regular safety drills.	100% completed		
11.4 The University will use technology and training to enhance emergency communication between campus buildings and between the Dothan campus and all outreach facilities.	100% completed		
11.5 TSUD will seek funding for a fourth building	5%	YES	

dedicated to academic programs.	completed		
11.6 TSUD will promote the use of its campuses for university events.	100% completed		
11.7 TSUD will determine a satisfactory physical location from which to operate a high-profile continuing education program as the University's primary community outreach initiative.	100% completed		
11.8 TSUD will insure that the physical plant at the Ft. Rucker Location meets the needs of the students served by that campus.	100% completed		

Initiatives and Objectives	Results		
TROY UNIVERSITY (Montgomery Campus 2001-2005)	Completed	Became Part of OGU	Decision to Drop
Initiative 1: Create new concentrations, options, certificates, and delivery methods within existing academic programs.			
Obj. 1.1 Create new and innovative educational delivery methods designed for the non-traditional student.	YES		
Obj. 1.2 Continue providing the best possible technology	YES		

resources and customer-friendly methods for accessing library services in support of distance learning.			
Obj. 1.3 Identify and prepare existing degree programs to be offered through distance education.	YES		
Obj. 1.4 Explore offering an international student CIS program.	NO	Is being evaluated by the new Troy University multi-campus deans.	DROP – Will re-evaluate at a later date.
Obj. 1.5 Study the feasibility of beginning a collaborative advanced CIS institute among the TSU System campuses.	NO	Is being evaluated by the new Troy University multi-campus deans.	DROP – Will re-evaluate at a later date.
Obj. 1.6 Develop new concentrations in the CIS program based upon student and local industry interests.	NO	Is being evaluated by the new Troy University multi-campus deans.	DROP – Will re-evaluate at a later date.
Obj. 1.7 Expand developmental service programs for TSUM students to increase student success.	YES		
Obj. 1.8 Enhance graduate	YES		

<p>programs and increase graduate headcount enrollments by at least 4% over fall semester 2000.</p>			
<p>Obj. 1.9 Prior to June 2002, begin operation of the Master of Science in Public Administration (MSPA) program.</p>	<p>YES</p>		
<p>Obj. 1.10 Take full advantage of partnering with the corporate, cultural and government communities to help meet their training and professional development needs.</p>	<p>NO</p>	<p>Will be reviewed by the Troy University academic deans as part of the One University strategy for continuing education and outreach.</p>	<p>DROP – Will re-evaluate at a later date.</p>
<p>Obj.1.11 Establish community advisory groups to provide training, professional development and higher education needs in the TSUM service area.</p>	<p>NO</p>	<p>Will be reviewed by the Troy University academic deans as part of the One University strategy for continuing education and outreach.</p>	<p>DROP – Will re-evaluate at a later date.</p>
<p>Initiative 2: Develop new and more efficient ways of administering academic programs and services in</p>			

<p>order to streamline student, faculty, and staff interaction.</p> <p>Obj. 2.1 Complete a comprehensive review and update of the TSUM tenure and the post-tenure review process and policies.</p> <p>Obj. 2.2 Aggressively seek and hire faculty for the CIS and accounting programs</p> <p>Obj. 2.3 Reorganize academic divisions into colleges and schools in alignment with other TSU System campuses.</p> <p>Obj. 2.4 Expand the use of the Informational Technology Enhancement Center to train and prepare faculty to use technology more effectively in the classroom and on-line.</p> <p>Obj. 2.5 Design and implement a faculty development program to prepare adjunct faculty to</p>	<p>YES</p> <p>YES</p> <p>YES</p> <p>YES</p> <p>YES</p>		
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<p>become master teachers.</p> <p>Initiative 3: Develop programs, policies and procedures to increase the headcount at TSUM to 3600 students by fall 2005.</p>			
<p>Obj. 3.1 Strengthen the coordination of student advertising, recruiting, orientation and retention efforts.</p>	YES		
<p>Obj. 3.2 Assess and revise the scholarship program so that it better addresses the needs of students.</p>	YES		
<p>Obj. 3.3 Redesign recruitment activities to be proactive by sending faculty and staff to corporate, cultural, governmental and military locations throughout the tri-county area to help potential students understand what TSUM can offer.</p>	NO	<p>Has been added to the regular day-to-day responsibilities of the Montgomery Campus Office of Enrollment Management.</p>	<p>DROP – Has become part of day-to-day management responsibilities.</p>
<p>Obj. 3.4 Expand institutional open house programs on campus in order to increase</p>	YES		

<p>the number of potential students who experience TSUM opportunities.</p>			
<p>Obj. 3.5 Make the TSUM web site the major source of information for prospective and current students, to include submitting new and returning student applications which includes an automatic response system.</p>	NO	<p>Under the new Troy University consolidation, redesign of the websites has become a top priority and major revision of the websites are underway university-wide.</p>	<p>DROP – Already a priority for the new Troy University “One-University” branding efforts.</p>
<p>Obj. 3.6 Enhance the student orientation process to include more focused meetings and activities and better use of web-based delivery and video.</p>	NO	<p>New student orientation has become a university-wide priority and a course has been added to the university’s curriculum which is mandatory for all new students.</p>	<p>DROP – need has been overcome by change in curriculum policies.</p>
<p>Obj. 3.7 Work with faculty and staff to identify and help develop meaningful experiential education programs (i.e., cooperative education, internship</p>	NO	<p>Consolidation of Troy University has centralized the management, review and oversight of student services.</p>	<p>DROP – Will re-evaluate at a later date.</p>

<p>experiences) for students.</p> <p>Obj. 3.8 Develop viable career counseling services for TSUM students.</p> <p>Initiative 4: Continue to strengthen diversity awareness opportunities for the TSUM community.</p> <p>Obj. 4.1 Work with faculty, staff, students, and the community to identify needs for more culturally diverse programs; and then conduct, assess, and strengthen program effectiveness.</p> <p>Obj. 4.2 Provide the staff, services, and facilities necessary for successfully serving students who qualify under the provisions of the Americans with Disabilities Act, assess student satisfaction and keep faculty and staff informed.</p>	<p>YES</p> <p>YES</p> <p>YES</p>	<p>This area will be reviewed from a system-wide approach.</p>	
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<p>Obj. 4.3 Continue to aggressively recruit students to participate in the African American Fellowship Program.</p>	<p>YES</p>		
<p>Initiative 5: Create stronger advocates for TSUM and its mission by maintaining and expanding effective communications and relationships with various groups to connect educational, cultural, corporate training, and public service resource opportunities as part of the TSU System marketing effort.</p>			
<p>Obj. 5.1 Effectively use TSUM’s campus location in the revitalized downtown area, near the state capitol and in the center of businesses and cultural attractions to better serve students and community.</p>	<p>YES</p>		
<p>Obj. 5.2 Create strategic institutional partnerships that have positive impact on TSUM, the community, city,</p>	<p>YES</p>		

and state.			
Obj. 5.3 Advance activities that integrate the enhancement of image, alumni support, community connections, fundraising, and public relations.	YES		
Obj. 5.4 Expand efforts in internal and external communication, with an emphasis on a strong web presence.	YES		
Obj. 5.5 Work with the TSU System, ACHE, legislators, and other public universities to ensure the unique characteristics of non-traditional universities are included when developing implementation policies that are legislative mandates for higher education.	YES		
Initiative 6: Strengthen the role the Rosa Parks Library and Museum will play as a center for student and community involvement, while continuing to			

<p>enhance Montgomery's efforts in bringing visitors to the downtown area.</p>			
<p>Obj. 6.1 Raise \$2.4 million to match federal money for the Rosa Parks Library and Museum and Children's Annex.</p>	<p>NO</p>	<p>Some funds were raised to match the federal grant; however, a decision was made to use University funds to complete this project in order to meet the grand opening deadline for the Children's Annex.</p>	<p>DROP – funds were provided by the University and the project will be complete by December 1, 2005.</p>
<p>Obj. 6.2 Hire a grant writer/administrator to pursue grant opportunities for the university.</p>	<p>NO</p>	<p>Due to the Troy University consolidation, major organizational changes have been made. This item will be evaluated by the leadership in the new Troy University structure.</p>	<p>DROP – Will re-evaluate at a later date.</p>
<p>Initiative 7: Evaluate TSUM's mission effectiveness by analyzing major processes throughout the university, to ensure the most</p>			

<p>efficient and effective operations.</p> <p>Obj. 7.1 Evaluate the methods and procedures for advertising and hiring staff and faculty to ensure the process is fair, expeditious, and thorough and is consistent with TSU System policies.</p> <p>Obj. 7.2 Continue to increase the number of African American faculty and administrators.</p> <p>Obj. 7.3 To strengthen the process of funds management, continue to work with offices and personnel that handle money to make their processes more efficient and effective.</p> <p>Obj. 7.4 Examine the student administration and registration processes to ensure maximum efficiency and effectiveness.</p> <p>Initiative 8: Continue to provide</p>	<p>YES</p> <p>YES</p> <p>YES</p> <p>YES</p>		
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<p>the best technology possible to students, faculty, and staff in all university areas of operation.</p> <p>Obj. 8.1 Upgrade computer labs with the best affordable computers, printers, and software; and train users to become efficient with computers used in the work force.</p> <p>Obj. 8.2 Upgrade classrooms and labs with computer connectivity and the best technology possible and train users to present a quality educational experience for students.</p> <p>Obj. 8.3 Install technologically advanced security systems throughout the university to provide security and safety for students, faculty, staff and visitors as well as for protection of university assets.</p> <p>Initiative 9: Seek new avenues for</p>	<p>YES</p> <p>YES</p> <p>YES</p>		
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<p>increasing revenue for the university.</p> <p>Obj. 9.1 Increase daytime and weekend leasing of university facilities.</p> <p>Obj. 9.2 Explore greater leasing opportunities of university video conferencing, on-line, and television resources to corporate, cultural and governmental organizations.</p> <p>Obj. 9.3 Evaluate the operations of the community outreach areas (Davis Theatre for the Performing Arts, W. A. Gayle Planetarium, and the Rosa Parks Museum and gift shop) to improve the funding position of each entity.</p> <p>Obj. 9.4 Support the TSU System's effort to achieve a level of state funding for TSUM that is equitable with</p>	<p>YES</p> <p>NO</p> <p>YES</p> <p>YES</p>	<p>Insufficient staff to support the value added. This service will continue to be provided to support Troy University needs and leasing will be allowed when resources permit.</p>	<p>DROP – Due to resource implications versus value added, this will no longer be pursued for a few years.</p>
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<p>all other state, public, four-year institutions of higher education, as measured by the regional standard.</p> <p>Initiative 10: Continue to renovate and upgrade campus facilities to provide students, faculty and staff with a modern, safe and efficient educational environment as part of the campus facility master plan.</p> <p>Obj. 10.1 Restore the outside of the Davis Theatre for the Performing Arts to its original historical design of the 1920s and complete the upgrade of the internal lighting system.</p> <p>Obj. 10.2 Upgrade the exteriors of Whitley Hall and Whitley Hall Annex, restoring the fronts of both buildings, further improving the outside campus appearance and downtown redevelopment.</p> <p>Obj. 10.3 Upgrade and renovate the elevators within</p>	<p>YES</p> <p>YES</p> <p>YES</p>		
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<p>Whitley Hall.</p> <p>Obj. 10.4 Renovate the exterior facades of Buildings 136 and 108 to provide an improved and consistent campus image.</p> <p>Obj. 10.5 Renovate the existing parking deck, improving the image and environment of the campus and redevelopment of downtown Montgomery.</p>	<p>NO</p> <p>YES</p>	<p>This project has been consolidated into the Facilities Master Plan for the new Troy University infrastructure improvements program.</p>	<p>DROP – Will be part of regular infrastructure improvements planning under the newly consolidated Troy University.</p>
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Attachment 4

Initiatives and Objectives	Results		
	Completed	Became Part of OGU:	Decision to Drop:
TROY UNIVERSITY (Troy Campus 2001-2005)			
Strategic Initiative #1: <i>Troy State University will increase the size of its campus enrollment to 7000 students while providing quality "customer" service and using technology to increase the speed of delivery in all activities offered to students.</i>			
1.1 TSU will provide enhanced technology to facilitate record keeping (i.e., registration, transcripts, etc.) and to enhance instruction.	YES	Ongoing	
1.2 Recruitment strategies will be developed and implemented to achieve the campus enrollment goal. Support methods will include: traditional print media, use of technology resources, television advertising and aggressive personal recruiting.	YES	Ongoing	
1.3 Facilities, student programs, security and other supported activities must be prepared to handle the anticipated student increases and will be factored into future planning. One key area is student housing and residence life. Quality service in dining, maintenance, technology resources and amenity provision must	YES	Ongoing	

Initiatives and Objectives	Results		
	Completed	Became Part of OGU:	Decision to Drop:
TROY UNIVERSITY (Troy Campus 2001-2005)			
all be considered in achieving customer satisfaction.			
1.4 Departmental credit cards will be utilized to expedite and efficiently manage the procurement and payment processes for goods and services while insuring appropriate institutional control.	This should be completed before the end of 2005		
1.5 Students will have access to their financial accounts on-line and will have the ability to make payments on their account electronically.	YES	Ongoing	
1.6 Department personnel around the system will have access to comprehensive management information reporting that will integrate financial and other statistical data to better manage institutional resources under their stewardship.	YES	Ongoing	
1.7 To help attract students to TSU, the Office of Institutional Advancement will work to increase the number of scholarships available to students (both endowed scholarships and scholarships provided by the Alumni Association).	YES	Ongoing: To help attract students to Troy University, the Office of Development will work to increase the number of scholarships available to students (endowed scholarships, current scholarships, and scholarships provided by the Alumni Association).	
1.8 To help attract students to TSU, the Alumni Affairs Office will work with the Dean of Enrollment Management to set up a network of alumni who could act as local mentors to students contemplating enrollment at TSU. In essence, we will involve alumni in recruiting efforts.	YES	Ongoing: To help attract students to Troy University, the Alumni Affairs Office will work with the Dean of Enrollment Management to set up a network of alumni who could act as local mentors to students contemplating enrollment at	

Initiatives and Objectives	Results		
	Completed	Became Part of OGU:	Decision to Drop:
TROY UNIVERSITY (Troy Campus 2001-2005)		TSU. In essence, we will involve alumni in recruiting efforts.	
1.9 To help attract students to TSU, the Office of Institutional Advancement will continue to develop partnerships and activities that will both enhance the image of the University and build public interest in Troy State University.	YES	Ongoing: Expand marketing and branding campaigns to continue to enhance the image of the University and build public interest in TROY.	
1.10 TSU will improve current distance education courses and develop new distance education courses using team oriented instructional design with diverse technologies.	YES	Ongoing	
1.11 Web-based academic advising and course registration will be implemented.	YES	Ongoing	
1.12 All enrollment, registration, financial and communications aspects of the administrative software Datatel will be utilized.	YES	Ongoing	
1.13 Troy State University-Phenix City will increase its enrollment by 25%.	YES (Increased 51.99% from 2000 to 2005)	Ongoing (Average of 5% annually)	
1.14 Troy State University-Phenix City customer service orientation will become a standard part of the orientation of any new faculty, staff, or administrative employee. In-service training will be presented for all employees on a continuing basis.	YES	Ongoing	
1.15 The Office of Institutional Research, Planning, and Effectiveness will become totally electronic, so that students, faculty, staff, and administrators will have more information readily available to them to aid in improvement of "customer" service and enhancement of retention and recruitment of students.	YES	Ongoing	
Strategic Initiative #2: <i>Troy State University-working with strategic partners to provide</i>			

Initiatives and Objectives	Results		
TROY UNIVERSITY (Troy Campus 2001-2005)	Completed	Became Part of OGU:	Decision to Drop:
<i>education, training, and technology learning options individually or in groups-will fully develop an educational and service relationship with schools, colleges, businesses, organizations, governments, and associations within its service area of southeast Alabama as well as within all of Alabama, the nation, and the world.</i>			
2.1 TSU will identify and contract with educational, governmental, and industrial entities to provide education and training.	YES		
2.2 The Student Affairs Division will seek out external funding sources through partnerships to offer a broader array of programming and resources.	YES	Ongoing	
2.3 The Office of Auxiliary Services will explore new opportunities to develop community-based programs. One initiative will be to assess a community based golf program that will serve the community and local youth as well as build interest in TSU.	Modified. Refocus on Bookstore	Modified. Ongoing: Bookstore outsourced.	
2.4 TSU will expand the credit and continuing education offerings of the Southeast Alabama (SEAL) Network to additional schools, industry, and other organizations.	YES— Modified because the SEAL network is no longer funded, but State ACCESS funding is being pursued.	Ongoing—State ACCESS funding is being pursued.	
2.5 At Troy State University-Phenix City, major businesses, institutions, school systems, governmental agencies, and other organizations within the TSUPC area will be identified, and strategic partnerships will be developed with these organizations.	YES	Ongoing	
2.6 University College will foster an environment uniting faculty	YES	Ongoing	

Initiatives and Objectives	Results		
	Completed	Became Part of OGU:	Decision to Drop:
TROY UNIVERSITY (Troy Campus 2001-2005)			
and students that encourages inquiry, research, and creative professional activity.			
2.7 The Office of Institutional Research, Planning, and Effectiveness as well as the Office of Grants and Contracts will provide information to strategic partners so that needed funding for education, training, and technology activities can be obtained.	YES	Ongoing	
Strategic Initiative #3: <i>Troy State University will build on its national and international teaching and learning options and locations by expanding metro centers and providing improved technology links to programs on campus.</i>			
3.1 TSU will develop and staff the appropriate infrastructure to expand metro center and provide technology links to the campus.	YES	Ongoing	
3.2 TSU will complete the fiber optic backbone by linking all residence halls and appropriate auxiliary facilities.	YES		
3.3 At Troy State University-Phenix City, practices and procedures will be developed and implemented so that any appropriate distance learning courses from throughout the Troy State University System will be available to TSUPC students.	YES	Ongoing	
3.4 Troy State University-Phenix City will explore the delivery of TSUPC distance learning courses to constituents at other sites in the TSU System.	YES	Ongoing	
3.5 University College will develop innovative delivery systems as alternatives to traditional classroom delivery.	YES	Ongoing	
3.6 University College will develop collaborative agreements with business and public organizations to deliver undergraduate and graduate programs, certificate programs, and workshops and seminars.	YES	Ongoing	
Strategic Initiative #4: <i>Troy State University will create New program options to include majors, minors, and advanced levels of study featuring new</i>			

Initiatives and Objectives	Results		
	Completed	Became Part of OGU:	Decision to Drop:
TROY UNIVERSITY (Troy Campus 2001-2005)			
<i>combinations of learning in various fields.</i>			
4.1 Based upon market surveys and learning trends, TSU will create new majors and minors, utilize existing programs in new configurations, and explore doctoral degree options to meet the needs of students and to satisfy the requirements of employers.	YES	Ongoing	
4.2 Using needs assessments and feasibility studies, Troy State University-Phenix City will develop appropriate educational program options.	YES	Ongoing	
4.3 University College will identify and create high-quality educational programs to meet the leadership roles of students in business and public professions for the 21 st century.	YES	Ongoing	
4.4 University College will strengthen the relationship between the Troy main campus and University College Regions to ensure the highest level of quality in academic programs and student services.	YES	Ongoing	
4.5 Fringe benefit packages will be continuously reviewed and enhanced when necessary to remain competitive in faculty and staff recruitment.	YES	Ongoing	
Strategic Initiative #5: <i>Troy State University will build continuing education and professional development programs to meet the needs of the life-long learner.</i>			
5.1 TSU will provide appropriate facilities and staffing to implement and monitor a quality-driven CEU Program.	NO	Coordination of CEU Programs for Troy University needs to become part of OGU.	
5.2 Troy State University-Phenix City will place new emphasis on marketing existing programs to expand the opportunity for area constituents to take advantage of these programs.	YES	Ongoing	
5.3 Troy State University-Phenix City will conduct a needs	YES	Ongoing	

Initiatives and Objectives	Results		
	Completed	Became Part of OGU:	Decision to Drop:
TROY UNIVERSITY (Troy Campus 2001-2005)			
analysis and feasibility study of existing programs and of continuing education and professional development programs for strategic partners.			
5.4 University College will provide educational opportunities to support the recruitment, promotion, retention, and life-long learning of adult students.	YES	Ongoing	
Strategic Initiative #6: <i>Troy State University will seek national accreditation for all of its academic programs which offer this standard of excellence.</i>			
6.1 TSU will establish a timetable for each appropriate accreditation and provide adequate resources (human and otherwise) to meet the accreditation criteria.	YES	Ongoing	
6.2 Troy State University-Phenix City will ensure that any newly developed program will meet national accreditation standards if national standards for that program exist.	YES	Ongoing	
6.3 Troy State University will continue to meet accreditation standards for all programs currently accredited nationally and regionally.	YES	Ongoing	
Strategic Initiative #7: <i>Troy State University will infuse educational technology into all aspects of the curriculum and library services. Because the curriculum will be such that a computer will be essential for success in the University, students will be encouraged to have computers, and all faculty and student support staff will be trained and equipped with appropriate hardware and software.</i>			
7.1 TSU will provide technological equipment and expertise to enhance the curriculum and improve library service.	YES	Ongoing	
7.2 TSU will provide training for faculty and staff to fully utilize available educational technology.	YES	Ongoing	
7.3 The Division of Student Affairs will work toward informing, promoting, and educating TSU students through carefully	YES	Ongoing	

Initiatives and Objectives	Results		
	Completed	Became Part of OGU:	Decision to Drop:
TROY UNIVERSITY (Troy Campus 2001-2005)			
designed and updated web pages, and the Division will earmark funds to ensure that the proper technology tools and training toward this effort are available.			
7.4 To ensure timely access and support of technology initiatives for students will require that the remaining residence halls and key facilities be “hardwired” to the TSU “backbone system.” Learning labs will be created inside select residence halls.	YES	Ongoing	
7.5 Center Services Inc. of Auxiliary Services will seek ways to offer laptop computers to students below market prices to support the student technology initiative.	No Dropped	No Dropped	Drop
7.6 Through the Library Automation software, SIRSI, TSU will continue to improve diverse electronic library services for patrons on campus, in the region and throughout the world.	YES	Ongoing	
7.7 TSU will ensure that every faculty member has an adequate PC and access to E-mail, the Internet, Datatel Administrative Software and other appropriate electronic sources.	YES	Ongoing	
7.8 TSU will ensure that every student has computer lab access, the opportunity to own or lease a PC or laptop, and access to appropriate electronic communication (E-mail, Internet, Datatel, etc.).	YES	Ongoing	
7.9 Troy State University-Phenix City will incorporate educational technology into all courses as appropriate.	YES	Ongoing	
Strategic Initiative #8: <i>Troy State University will have fuller utilization of its main campus as a dynamic living-learning environment through aesthetic enhancement of its facilities and grounds and through continued development of its athletic programs.</i>			
8.1 A priority of the Student Affairs Division will be to initiate efforts in planning for the building of a new student center equipped with swimming pool, exercise areas, jogging/walking track, racquetball and basketball court areas and meeting rooms.	YES	Ongoing: Modified facility	

Initiatives and Objectives	Results		
TROY UNIVERSITY (Troy Campus 2001-2005)	Completed	Became Part of OGU:	Decision to Drop:
8.2 Troy State University will continue to maintain our existing residence hall and other student support buildings in first-rate fashion. Mindful of the competitive marketplace, TSU will strive to create residence halls that stress a learning/living environment whereby students are able to augment classroom skills in settings beyond the classroom.	YES	Ongoing	
8.3 Maintenance and repairs of the physical assets of the University will continue to be managed through a partnership with a third party vendor.	YES		
8.4 Recognizing that attractive, well-planned and maintained facilities are an indication of the overall quality of an institution, and are essential considerations of students, faculty, and staff in making decisions to come to the university, the Office of Institutional Advancement will work to increase, through donations, grants, and gifts in kind, the resources that will allow an effective building and maintenance program.	YES	Ongoing: Recognizing that an attractive and well-maintained campus is an indication of the overall quality of an institution, and is an essential consideration of students, faculty, and staff in making decisions to come to the university, the Office of Development will work to increase, through donations, grants, and gifts in kind, the resources that will support an effective building.	
8.5 The Office of Institutional Advancement will continue to diversify its revenue sources. This will be accomplished by identifying new streams of revenue through donations and grants.	YES		Drop
8.6 The University and the Office of Institutional Advancement will initiate a new capital campaign that will be used to enhance the University's facilities and grounds.	YES (In progress 2005)	Ongoing: The University and the Office of Development will launch a new capital campaign.	
8.7 The Office of Institutional Advancement, working with the National Alumni Association will restore the Bibb Graves	YES		

Initiatives and Objectives	Results		
TROY UNIVERSITY (Troy Campus 2001-2005)	Completed	Became Part of OGU:	Decision to Drop:
<p>Quadrangle to the plan put forth by the Olmstead Brothers in the original design. This will make the quad a pedestrian area and a beautiful focal point on the campus.</p>			
<p>8.8 The Office of Institutional Advancement will explore the use of cooperative and strategic partnership arrangements with other organizations that will benefit TSU.</p>	YES		Drop—See 1.9
<p>8.9 The Office of Institutional Advancement, in cooperation with the Office of Institutional Research, Planning, and Effectiveness, will develop a new Facilities Master Plan for the Troy State University campus. The new Plan will be accessed electronically by the TSU campus community.</p>	YES (The Facilities Master Plan was updated but was not published on the TSU website.)		
<p>8.10 Troy State University-Phenix City will survey currently enrolled students to identify appropriate enhancements to the physical plant.</p>	YES	Ongoing	
<p>8.11 The Office of Institutional Research, Planning, and Effectiveness will develop a computer database of Troy State University facilities that will serve as the inventory of facilities for facilities master planning.</p>	YES		
<p>8.12 Troy State University will develop the highest quality athletic program for male and female students.</p>	YES		
<p>Strategic Initiative #9: <i>Troy State University will be known as a multi-dimensional university that effectively uses traditional higher educational methods in exciting combinations to make TSU the best value in higher education and best place to live and learn in the South.</i></p>			
<p>9.1 Troy State University will provide infrastructure, other resources, and training to deliver educational programs</p>	YES	Ongoing	

Initiatives and Objectives	Results		
TROY UNIVERSITY (Troy Campus 2001-2005)	Completed	Became Part of OGU:	Decision to Drop:
effectively and efficiently.			
9.2 Troy State University will create opportunities for groups with diverse backgrounds and cultures to interact and share respective histories and backgrounds. Participation in the International Student Cultural Organization festival will be encouraged as well as creation of other cultural diversity opportunities where students may interact.	YES	Ongoing	