

The Strategic Plan for 2015-2020

Troy University Vision for 2020

To be recognized across Alabama and throughout the region as Alabama's premier international university that provides affordable access to high quality education for traditional, adult and military students around the world.



Institutional Goals

- Lead the higher education community in **growing enrollments** to provide access to academic programs through innovative educational technology and a culture of caring.
- Provide an exceptional **college experience** for all TROY students that results in meaningful careers and lives for our graduates.
- Ensure through effective stewardship that TROY students have an **affordable** academic experience.
- Provide an **international** perspective for domestic students and an American experience for international students.
- Proactively reach out and **serve those who serve**, and have served, our country in the armed forces and their families as part of the TROY family.
- Improve the diversity within the University's administration and staff and provide TROY students with the **values** of diversity, servant leadership, professionalism and democratic principles so they will serve as good citizens and leaders in their communities.
- Address educational needs that will promote the **economic** and social **growth** of Alabama and the southeastern United States.

Key Performance Measures for the Institutional Goals

1. Growing Enrollments	Number of new enrollments per term and semester Total number of enrollments per term and semester Number of Community College Transfer Students Credit hour production by college by location Number of academic programs offered and number offered online
2. Collegiate Experience	Student retention Completion rates Employment and graduate school acceptance
3. Maintain Affordability	Tuition and fees

	<ul style="list-style-type: none"> Fundraising results Grant awards Facilities costs Faculty and Staff Productivity
4. International Perspective	<ul style="list-style-type: none"> International student enrollments Domestic students studying abroad
5. Military Focus	<ul style="list-style-type: none"> Active duty, Guard and Reserve enrollments Veteran enrollments
6. Values & Diversity	<ul style="list-style-type: none"> Diversity in Leadership, Faculty, Staff, and Students Number of students in leadership courses Number of students in professional student organizations Number of students in Greek organizations
7. Alumni Engagement	<ul style="list-style-type: none"> Number of students recruited through alumni initiatives. Alumni participation in events and continuing education. Planned Giving commitments.
8. Economic Growth	<ul style="list-style-type: none"> Number and value of economic development contracts Number of graduates in Science Technology Engineering Math (STEM) programs Number of College of Communication and Fine Arts performances at Alabama non-residential campuses Number of graduate degrees awarded each year

(Academic Year 2014-2015 will provide the baseline for all measures which will then be updated in an annual report each summer)

Environmental Scan

Troy University functions as a multi-campus entity serving traditional and adult students on four campuses in Alabama, at multiple teaching locations across the Southeast, in international locations in Japan, Korea, and Vietnam, and through online programs. More than half of the students at Troy University are adult learners who blend some combination of online learning and classroom experiences to earn their degrees. Most domestic TROY students come from within a 300 mile radius of Troy, Alabama. Most online students outside Alabama are located in proximity to existing TROY teaching locations.

Despite a strong commitment and track record in internationalization, the University is still viewed by many within Alabama as another regional university. The University has

raised academic standards twice in the last ten years, has made significant investments to obtain stronger specialized accreditation in several disciplines, and has introduced doctoral level programs as well.

Troy University faces significant enrollment challenges due to a declining number of college-age students in Alabama, cutbacks in military student enrollments, and significant increases in the availability of online educational programs for traditional and adult students in Alabama and the surrounding area. Enrollment of students on the residential campus has gradually increased over the past three years, but enrollment of adult students in most non-residential locations and online has declined. Recapturing enrollments among adult students is the key to significant enrollment growth. The University has the potential to increase the enrollment of international students from some countries, such as India, but there is also a potential decrease in the number of students from China and Korea.

The University enjoys many exceptional facilities on the residential campus and in Dothan, and has a state-of-the-art building coming online in Phenix City in the summer of 2015. The facilities in Montgomery are well maintained but aging, as are some of the academic and student facilities on the residential campus. The University's technology infrastructure provides excellent support for online learners.

Significant efforts were made in the 2010 – 2015 strategic planning cycle to introduce new academic programs, such as the Ph.D. in Sport Management, and to increase the online availability of academic programs. A significant capital campaign is drawing to a close in 2015. The last five years have seen an expansion in study abroad opportunities for students and a steady increase in faculty grants and contracts. Significant gains have been made in specialized accreditation in the colleges. Overall, the qualifications of the faculty and the student body have never been stronger, and the reputation of the University has never been higher.

The University seeks to be proactive in identifying educational needs to support regional economic development trends. The Montgomery Campus is developing a focus on academic programs that will serve the center of state government. The Dothan Campus has focused on increasing programs to support the health care industry and has established the Center for Entrepreneurship and Economic Innovation. Phenix City continues to develop its role and the Center for Water Resource Economics while transforming the physical campus.

There are significant unmet educational needs in the state of Alabama in fields such as advanced manufacturing technology, biomedical sciences, and health care where Troy University has an opportunity to expand its academic program offerings, along with an ongoing need to prepare people for numerous professions already supported by the University.

1.0 Growing Enrollments

- 1.1 Build partnerships with business, health care, educational, and government organizations in all locations where TROY has a physical presence to increase enrollments, and market multi-disciplinary academic programs to each organization
- 1.2 Improve recruiting through innovative practices such as corporate partnerships, enhanced recruiting software, social media, students as recruiters, faculty engagement with high school teachers and guidance counselors, and sector-specific marketing.
- 1.3 Continue to innovate in developing and delivering academic programs that blend classroom teaching and all forms of learning technology to meet the emerging needs of students across the University.
- 1.4 Develop improved methods for enhancing retention and completion rates among all groups of students, with emphasis on adult students.
- 1.5 Expand the availability of internships to improve the employability of TROY graduates.
- 1.6 Foster selective growth in graduate programs and increase graduate student enrollments.
- 1.7 Upgrade the University's facilities and resources for providing students with academic programs in the School of Science and Technology, and promote enrollment growth.
- 1.8 Improve the University's facilities and capacity for providing students with academic programs in the areas of health care and social services, and promote enrollment growth.
- 1.9 Develop a focused plan to increase the number of Community College transfer students at all locations by leveraging University Athletic events.
- 1.10 Examine the allocation of recruiters and marketing resources to enhance coordinated recruiting in Birmingham and Mobile.

2.0 Collegiate Experience

- 2.1 Improve student access to quality health and wellness facilities to remain competitive in recruiting students.
- 2.2 Grow the University's capacity to support an increasing number of residential students participating in Greek life.
- 2.3 Augment the University's competitiveness in intercollegiate athletics as a vital part of student, alumni and community engagement.
- 2.4 Develop a futuristic approach to the role and scope of the University's Libraries.
- 2.5 Expand academic and social outreach to at-risk students.
- 2.6 Enhance the quality and competitiveness of eTROY and non-residential academic programs and student services, including career planning and advising.

3.0 Maintain Affordability

- 3.1 Continue Right Sizing efforts to optimize human resources.
- 3.2 Establish more endowed scholarships to help ensure affordability of a TROY education.
- 3.3 Continue aggressive efforts to reduce facility and utility costs.
- 3.4 Increase grant awards applications and awards.

4.0 International Perspective

- 4.1 Increase the efficiency and number of study-abroad opportunities for American students by developing a few overseas locations for high volume use.
- 4.2 Expand opportunities for international and domestic students to engage together in all aspects of academic and social life within the University.
- 4.3 Expand enrollment of international students on the Alabama campuses, at overseas locations, and through online programs.
- 4.4 Enhance developmental opportunities for faculty to become Global Scholars.

5.0 Military Focus

- 5.1 Increase focus on serving students at military bases.
- 5.2 Increase number and level of service at TROY For Troops centers.
- 5.3 Increase service to Army Reserve and National Guard members.

6.0 Values & Diversity

- 6.1 Continue to engage the Board of Trustees, Foundation Board and Alumni Board in guiding, promoting and supporting the interests and values of the University.
- 6.2 Maintain a robust network of college and campus advisory boards to enhance relationships with our diverse groups of stakeholders.
- 6.3 Harness the potential of Alumni involvement in Alabama, at Global Campus locations, and at overseas locations.
- 6.4 Address diversity issues in administration and maintain our position of leadership in diversity among students and faculty. Work with faculty and professional organizations to increase student participation in professional organizations.
- 6.5 Grow opportunities for students to participate in leadership courses and to gain experience as leaders in University organizations.
- 6.6 Engage with the city of Troy to develop University-friendly businesses, a quality school system, and social activities that will support a collegiate environment and promote enrollment growth on the residential campus.

7.0 Alumni Engagement

- 7.1 Develop new collaborations between the alumni, admissions recruiters, and University Athletics to engage alumni in recruiting students to the University and representing the University at scholarship award opportunities.
- 7.2 Develop a new emphasis on planned giving to support the University.
- 7.3 Develop approaches to increase alumni participation in campus events and continuing education opportunities.
- 7.4 Increase overall communication with alumni.

8.0 Economic Growth

- 8.1 Provide increasing access to fine arts education and programming at all Alabama campus locations to make our communities vibrant and attractive for economic growth.
- 8.2 Solidify the University's role as the leader in advancing entrepreneurialism in the region through the Dothan Campus and develop the capacity to provide economic incubator support.
- 8.3 Transition operations from the old campus to the new campus in Phenix City and leverage the new campus to promote economic development and enrollment growth.
- 8.4 Enhance the appearance, appeal and prestige of the Montgomery Campus to promote economic analysis, planning support, educational programs, and professional development activities that serve the center of government for the state of Alabama and result in enrollment growth.
- 8.5 Support the development of the aviation industry, the biomedical industry, and food processing industry in south Alabama through economic analysis and planning and academic programs in the School of Science and Technology.
- 8.6 Solidify the University's leadership role as a center for expertise regarding regional water resource policies.
- 8.7 Further expand the University's expertise and service related to all international trade.
- 8.8 Improve cross-cultural understanding in support of regional economic development.