Troy University: VISION 2010
2005-2010 Final Report

Troy University: Vision 2010

Introduction

Strategic planning is a process of constructing initiatives to move an organization in a specific direction to reach a level of development that is envisioned as the best course of action over a designated period of time. Troy University has been actively engaged in strategic planning for the past 20 years and used the strategic planning process to effectively implement the merger of three separately accredited universities into One Great University (OGU).[1]

Troy University Chancellor, Dr. Jack Hawkins, Jr., authorized the Chancellor's Cabinet in December 2004 to begin development of a new strategic plan for the University covering the period August 2005 through August 2010. The process involved the following steps:

1. Drafting a history of strategic planning from 1995-2005 that tied in the changes and transformation of multiple university plans through system plans and individual campus plans and then to the OGU plan.
2. Identifying existing objectives that were carried into the 2005-2010 plan to include carry-over objectives from "OGU: 2005."
3. Reviewing the Commission on Colleges' expectations for their onsite-visit in the spring of 2006 into any needed planning efforts.
4. Reviewing professional accreditation requirements that emerged between fall 2005 and fall 2010.
5. Reviewing expectations of the emerging Troy University Capital Campaign.
6. Identifying the expectation of the Chancellor and constructing a vision for 2010 that would compel the strategic plan and its implementation.
7. Presenting a draft of the Plan to the Senior Vice Chancellors for review with their strategic management teams.
8. Collecting and incorporating feedback from the Senior Vice Chancellors into the Plan.
9. Reviewing the Plan by the Senior Vice Chancellors.
10. Presenting the Plan to the Chancellor.
11. Providing a briefing to the Board of Trustees.
12. Receiving the approval of the Board of Trustees.
13. Presenting the strategic plan for 2005-2010 to the Troy University family for implementation.

The 2005-10 Strategic Plan was the central focus of the May 2006 Senior Leadership Conference, and academic and administrative leaders outlined specific activities that would bring the plan to fruition. The Plan was routinely monitored, evaluated, and changed as necessary. There have been extensive briefings to the Chancellor in January of each year, and the results of these briefings dictated a few changes and provided guidance to ensure the strategic initiatives are adequately budgeted for the subsequent budget year.

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[1] See *Troy University Transformational Strategic Planning: The Journey to One Great University 1995-2005.*

The Mission

A mission statement is the center of all effective institutional development. It describes why the institution exists. It sets direction as well as boundaries. It also offers insight into the importance an institution places on its students, faculty, staff, and community. The mission statement for Troy University, approved by the Board of Trustees in April 2004, is as follows.

> *Troy University is a public institution comprised of campuses throughout Alabama and worldwide. International in scope, Troy University provides a variety of educational programs at the undergraduate and graduate levels for a diverse student body in traditional and nontraditional and emerging electronic formats. Academic programs are supported by a variety of student services, which promote the welfare of the individual student. Troy University's dedicated faculty and staff promote discovery and exploration of knowledge dedicated to life-long success through effective teaching, creative partnerships, scholarship and research.*

Institutional Goals

Institutional goals refer to the central themes of the mission. They enable the mission and stand as major areas for institutional development. As derived from the Troy University mission, below are the institutional goals of the University.

1. Provide an international scope to university programs and services.
2. Provide a variety of undergraduate and graduate programs in traditional, nontraditional, and electronic formats.
3. Maintain a diverse student population.
4. Provide services that promote the individual welfare of students.
5. Maintain a dedicated faculty and staff.
6. Promote discovery and exploration of knowledge dedicated to life-long learning success.
7. Ensure effective teaching.
8. Ensure the development of creative partnerships, scholarship, and research.
9. Ensure efficient and effective operations and provide resources as needed to implement institutional mission, goals, and objectives.

The Vision

In August 2005, the Troy State University System completed a five-year process of transforming from three independently accredited institutions into one university, Troy University, consisting of four campuses in Alabama and some sixty sites in national and international locations.

As a result of this merger and the great variety of transitional activities that were inherent in the process, the Chancellor of Troy University developed a vision for the institution as it would

move toward the end of the first decade of the 21st century. Presented below are some of Chancellor Hawkins' thoughts about his vision for Troy University.

> *In more than 30 years in higher education, I have seen the great value placed on the American university degree by citizens of other nations. As a native of Alabama, I have also seen how this state has worked to connect with national and global markets. Consequently, we began the process of internationalization of TROY in 1989. We promote internationalization to enhance the education of our students from America. We live in a global village, and we compete in a global economy. The graduate who is comfortable in this global village will have a tremendous advantage over those who are not. Our students must learn to work across cultural, linguistic and national boundaries. Our students must become more knowledgeable of international trends and issues. To further these international aims, we have created a "three-legged stool" approach of recruiting international students, encouraging faculty development by investing additional resources in a special fund to encourage faculty to study, work and travel abroad, and providing study-abroad opportunities for our U.S. students. We will continue this approach in the years ahead.*

> *Troy University is unique in its global reach through our international locations and through distance learning. We are a blend of traditional campuses and Internet delivery, traditional values, and exploration of worldwide opportunities. Our faculty, staff, and student leaders embrace our mission and values and work diligently to integrate traditional instruction, distance learning, and international initiatives.*

> *The new Troy University is at a crossroads. We have had a significant success in the unification into one university. We must be bold, build on our strengths, values, and skills and take the path that can lead to higher achievement for our university and the state of Alabama.*

> *Troy University's future is bright due to our dedicated faculty, inquisitive students, strong educational values, citizen and governmental support, plus investment by corporations, foundations and individual donors. We have the opportunity to add new programs to meet the current and future needs of increasingly mobile student populations and the economic development needs of the state of Alabama. We are dedicated to providing outstanding facilities at our campuses, including superior technology and technical support. At the heart of our mission, however, is our devotion to the welfare of our students, which guides each decision we make. These become the milestones on the path to 2010.*

> **My vision for Troy University by 2010 is that it will be a doctoral degree granting institution known not only as the model of the student-centered university of the 21_{st} century, but also as Alabama's innovative cost effective institution, integrating learning with state economic development, doing our best in Alabama while becoming the state's higher education link to the world.**

Strengths, Weaknesses, Opportunities, and Threats

It is important to view the initiatives inherent in this vision through a SWOT (strength, weakness, opportunity, and threat) review. The analysis in Table 1 provided important information as we reviewed and implemented the strategic initiatives for Vision 2010.

Table 1: SWOT Analysis

Initiatives	Strengths	Weaknesses	Opportunities	Threats
Student-Centeredness	• High satisfaction with faculty and support services • Diversity • Safe environment	• Residential space • Retention	• Capital campaign for facility needs • First-year program emphasis for retention enhancement	• Competition for quality students
Quality Academic Programs	• Strong accreditation standards • High student approval rating	• Lack of new offerings • Lack of strong honors program	• Build a doctoral program using current strengths • Create Honors College	• Cost of accrediting professional programs
Internationalization	• 627 international students from 49 countries in fall 2005	• Number of faculty with international experience • Lack of study abroad programs	• Increase international faculty development, study abroad • Increase international students to 800	• Rising costs of international programs • Global unrest
Faculty and Staff Development	• Highly dedicated • Diverse • Willing to address needs	• Salary relative to southeast average • Cost of health care	• Timing right to address some aspects of both salary and health care issues	• Retirement rates ("baby boomer generation")
Cost Effectiveness, Strengthening the Infrastructure, and Telling the Troy University Story	• Good start on eCommerce solutions • Good IT department • Good athletic ventures • Effective branding	• Lack of full operation of eCommerce solutions • Lack of ongoing capital campaign • Lack of market saturation of TROY brand/story	• Make use of IT staff and success of other eCommerce systems • Start a capital campaign • Increase legislative influence and impact	• Rising cost of doing business • Competition for fundraising dollars

Institutional Strategic Initiatives

Based on the review of strengths, weaknesses, opportunities, and threats detailed above, a set of bold actions was identified to take Troy University to a higher level of academic quality and institutional excellence over the five year period of 2005-2010. These actions were captured in

six integrated strategic initiatives steeped in the values of institutional mission and goals. The strategic initiatives for the planning period 2005-2010 were:

- Strategic Initiative One: Student-Centeredness
- Strategic Initiative Two: Quality Academic Programs
- Strategic Initiative Three: Internationalization
- Strategic Initiative Four: Faculty and Staff Development
- Strategic Initiative Five: Cost Effectiveness and Strengthening the Infrastructure
- Strategic Initiative Six: Telling The Troy University Story

The details of each strategic initiative, and the strategic objectives central to the success of each, along with the achievements for each initiative, are presented below.

Strategic Initiative One: Student-Centeredness

In its basic form, a student-centered culture designs all aspects of learning, service delivery, and support to meet the needs of students. These needs include a safe, healthy learning environment that nurtures students' personal growth, co-curricular activities that increase their learning in a number of dimensions, administrative procedures that help them to obtain a high-quality education, personal experiences that lead to feeling "connected" to the campus community, and service-learning opportunities that develop them as responsible citizens. Each department of the University must be guided by what is best for the students when making decisions.

Specifically during this five year plan, Troy University worked to ensure that each student was provided immediate and effective support as he/she attended (onsite or online) the University. Given the University's ability to provide traditional and nontraditional campuses and program delivery, it also met the increased needs of students who are highly mobile and who may start with Troy University in Montgomery, Alabama, and complete a degree in Korea. The intent was that *by 2010 Troy University would be known as one of the most student-centered institutions in the United States*. To make this happen, the following strategic objectives were addressed.

    1.1   Create and effectively implement a "First-Year Program" for all students on the Troy campus by fall 2008.

The "First-Year Program" was implemented in the fall of 2007 with Dean Eleanor Lee as the first dean. The First-Year Studies Program (FYSP) focuses on students who are making the transition from high school or post-high school experiences to the university experience. This program promotes an understanding of and appreciation for higher education; provides programs and services that improve students' opportunities for academic success as well as for personal, social, and career enrichment; encourages civic and campus engagement; orientates students to the University and its policies and resources; and fosters the development of positive relations between and among students, faculty, and staff. An overarching goal of the FYSP is to enhance student retention and graduation.

1.2   Increase student retention at the Troy campus to 80% by fall 2010.

The University increased freshman to sophomore retention rates on the Troy campus from 67.0% in 2005 to 73.2%.

1.3   Provide a quality, student-centered education, to more than 40,000 students worldwide by fall 2010.

The University raised unduplicated headcount enrollment from 27,104 in the fall of 2005 to 30,564 in the fall of 2009.

1.4   Continue to increase the use of specialized student ID cards for a variety of services and security for all students through fall 2010.

Identification cards are mandatory and valid only to the person issued. These ID cards must be carried at all times while the individual is on campus and presented to any university official or duly constituted authority upon request. ID cards are utilized a variety of ways, including those listed here:
- *To use Library services. Students' ID cards are their library cards.*
- *To charge textbooks to student financial aid in University bookstore purchases.*
- *To attend social and cultural events on campus; student ID cards are often their event tickets for plays, movies, and other special events.*
- *To check in for Student Health Center services.*
- *To authorize use of University facilities, such as the Student Health Center and Computer Works computer lab.*
- *To conveniently, easily, and safely manage money for daily incidentals. A TROJAN Card debit account eliminates the need to carry cash or a checkbook on the Troy campus; a list of off-campus merchants is available through the Auxiliary Services office.*

1.5   Improve ways to measure and compare student satisfaction of the Institution and use this information to create a new set of best practices by fall 2007.

The University implemented the Noel-Levitz Student Satisfaction Survey, the Noel-Levitz Adult Student Priorities Survey, and the National Survey of Student Engagement to provide new comparative student satisfaction data.

Strategic Initiative Two: Quality Academic Programs

Academic programs engage students in a teaching and learning covenant of knowledge and values derived from the mission and goals of the institution and tenets of different fields of study. Faculty dedication to this philosophy qualifies them as members of the Troy University corps of instruction. The hallmark of this corps is teaching excellence. Troy University and its faculty are focused on continuous quality improvement of each program and academic support service. Over the five years of this Strategic Plan, attention was paid to enhancing teaching

effectiveness, strengthening current programs, and building new programs to meet the need of a diverse and growing student population. The intent was that *by 2010 Troy University would be known nationwide as a center of teaching excellence with programs of distinction in each of its academic colleges.* To make this happen, the following strategic objectives were addressed.

2.1   Establish an *eCampus* whereby quality academic programs and support services can be delivered *via* digital processes by fall 2006.

eCampus was established in 2006-2007 with an investment of $20.6 million over a two-year period. eCampus produced over 795,000 credit hours by 2009-2010.

2.2   Establish a "Quality Enhancement Institute (QEI)" where Troy University faculty, participate in research and the learning of best practices for providing instruction to students by fall 2010.

The University established the QEI in the summer of 2009 with Dr. Iris Saltiel as its first director. QEI has completed a needs assessment with faculty and has initiated faculty development teams.

2.3   Establish an "Honors College" by fall 2010.

The University has decided to delay this objective; elements of this objective have been included in the 2010-2015 strategic plan.

2.4   Establish an "International Business & Economic Development Center" to serve Southeast Alabama by fall 2008.

The Center for International Business and Economic Development (CIBED) was established in 2006-2007 under the leadership of Dr. Judson Edwards. New facilities are being completed as part of the renovation of Bibb Graves Hall.

2.5   Increase by 20% academic program offerings by fall 2010.

Troy University introduced ten new programs and concentrations that were approved by ACHE from 2006-2010.
- *B.A. Foreign Language – 2006*
- *Concentration in International Economic Development to MBA – 2006*
- *Concentration in Homeland Security to B.S. Criminal Justice – 2007*
- *Doctor of Nursing Practice – 2007*
- *Concentration in International Economic Development to B.S. Business Administration, General Business Major – 2007*
- *Concentration in Hospitality and Tourism to B.S. Business Administration, Management Major – 2007*
- *Concentration in Food Safety to B.A./B.S. Biology – 2008*
- *B.S. Interpreter Training – 2008*
- *Graduate Certificate in Taxation – 2009*
- *Master of Taxation – 2009*

The University extended four existing programs to new locations inside Alabama; Nursing, Social Work, Rehabilitation, and Human Services all extended to Dothan in 2009.

The University extended eight graduate programs and two undergraduate programs to teaching locations outside of Alabama.

2.6   Continue to develop academic structure and governance to meet the needs of a multi-faceted university – 2005-2010.

The University added a Consortia Relationship Review Committee, expanded membership of the Institutional Effectiveness Committee, and added an ongoing Data Quality Team.

2.7   Develop a doctoral program by fall 2010.

The Doctor of Nursing Practice was approved by ACHE in 2007. The first cohort of students enrolled in the fall of 2009 and will graduate in May 2011.

2.8   Develop well defined student outcome measures for each academic program – 2005-2010.

Student Learning Outcomes were developed for all academic programs and are posted on a new online tracking system, HOMER, located at http://homer.troy.edu

2.9   Work with the community college system to explore ways students can complete four-year degrees on community college campuses in the rural areas of the state – 2006-2010.

The University established eConnections, hired recruiters, and has established agreements with community colleges throughout the state.

2.10 Determine which and how professional program accreditation will be pursued – 2006-2010.

As of fall 2009, the University had obtained specialized academic accreditation for the entire College of Education, the Associate Degree Program in Nursing, the School of Music, and the Public Administration degree program. While education, nursing and music have held specialized accreditation for many years, formal reaffirmation of accreditation for these programs is outstanding. Initial specialized accreditation of TROY's Public Administration degree program by NASPAA, the National Association of Schools of Public Affairs and Administration, was acquired in 2009.

2.11 Ensure that each college of the University develops programs of excellence which are benchmarked against peer institutions by fall 2006.

Each college identified peer programs of excellence by August 2007, and each dean utilizes these identified programs for strategic and annual planning.

<u>Strategic Initiative Three: Internationalization</u>

Troy University has progressively built an international reputation over the last five decades by offering programs in other countries and having students from other countries come to its campus at Troy.

Emphasis continues to be on building an international perspective in all we do for all our students. At the same time every college works to develop study abroad programs for its students. This type of international outreach also means economic development for Alabama through partnering with the Alabama Development Office as they visit other states and nations. A Center for Chinese Culture and Language has become a centerpiece of this effort.

We can do these things because our reputation around the world as an effective educational enterprise is excellent. Our international partnerships mean more exposure for our citizens as well as our students. As the result of a deliberate international perspective, education of international students, building our national campuses and sites, and having our Alabama students go to international locations to expand their worldview, TROY will be second to none in its global perspective. The intent was that *Troy University would be known as "America's International University" by 2010.* To make this happen, the following strategic objectives were addressed:

3.1   Establish the "Chancellor's Committee on International Affairs" to explore the best ways to enhance the internationalization of the University – fall 2006.

The Committee on International Affairs was established and is chaired by the Senior Vice Chancellor for Academic Affairs.

3.2   Enroll 800 international students enrolled on the Troy campus by 2010.

International student enrollment has grown from 402 in 2005 to over 750 in 2010.

3.3   Develop five study abroad programs within each college by 2010.

The colleges sponsored 19 study abroad opportunities for students in 2009-2010:
- *Art & Design – Sweden*
- *Art & Design – Kenya*
- *Business (Risk Management and Insurance) – Lloyds of London*
- *Business – Russia*
- *Business – Malaysia*
- *Business – Greece*
- *Education – Ecuador*
- *Environmental Sciences – Peru/Amazon*
- *Food Safety – overseas cruises*
- *History – holocaust sites*
- *History – Padua, Italy*
- *Languages – Paris*
- *Languages – Costa Rica*

- *Languages – Mexico*
- *Languages – China*
- *Music – Germany*
- *Nursing – China*
- *Social Work – Puerto Rico*
- *Sport/Fitness – Australia*

3.4   Create a Troy University presence in 25 countries by fall 2010.

Troy University now has teaching or support locations in:
- *Azerbaijan*
- *Germany*
- *Guam*
- *Japan*
- *Korea*
- *Malaysia*
- *Saudi Arabia*
- *Sri Lanka*
- *United Arab Emirates*
- *Vietnam*

Troy University has academic partnerships with universities in Belgium, China, Ecuador, England, Indonesia, Jordan, Kyrgyzstan, Peru, Russia, Sweden, Taiwan, Thailand, and Turkey.

3.5   Establish an international faculty development program to increase Troy University faculty's exposure to other countries by fall 2008.

In 2009-2010, Troy University supported faculty study and sabbaticals in the following countries:
- *Australia (CHHS)*
- *China (CCFA, CHHS, and SCOB)*
- *Costa Rica (CCFA)*
- *Columbia (CAS)*
- *Ecuador (COE)*
- *France (CAS, CCFA, and SCOB)*
- *Germany (CAS and CCFA)*
- *Ghana (COE)*
- *Great Britain (CCFA and SCOB)*
- *Greece (SCOB)*
- *Italy (CAS)*
- *Kenya (CCFA)*
- *Liberia (COE)*
- *Malaysia (SCOB)*
- *Mexico (CCFA)*
- *Peru (CAS)*

- *Puerto Rico (CHHS)*
- *Russia (CAS and SCOB)*
- *Sweden (CCFA)*

3.6   Develop a "Center for Chinese Culture and Language" by fall 2010.

The Confucius Institute became operational in November 2008. Expanded facilities are being completed in Bibb Graves Hall.

Strategic Initiative Four: Faculty and Staff Development

Good people make good things happen. Faculty and staff of Troy University need to be trained, supported, and compensated at a rate commensurate with what they are asked to accomplish in this plan – create and train a diverse *Troy University faculty and staff while increasing specified support and compensation to the state or southeast average.*

4.1   100% of the faculty and staff will be trained in the use of technology needed to execute their responsibilities – 2006-2010.

Troy University's Information Technology personnel support ongoing training opportunities for University faculty and staff, including online tutorials for specific software training. The first annual Troy University IT Summit offered unique access to TROY's IT staff and operations, August 25-28, 2010; the Summit's intent was to update and educate Troy University faculty and staff about the resources and solutions offered by TROY IT and to engage in best practices with departments to capitalize on IT resources.

4.2   Increase by 30% the number of African-American faculty by fall 2010.

Based on the figures of 2004 as a baseline, as of April 2010, the University has increased African-American faculty from 25 to 42, which is a 68% increase.

4.3   Increase by 30% the number of African-American administrators by fall 2010.

Based on the figures of 2004 as a baseline, as of April 2010, the University has increased professional staff positions – which include director positions – from 47 to 70, which is a 49% increase.

4.4   Raise employee health insurance to the state average of public universities by fall 2010.

This objective was accomplished three years ahead of schedule.

4.5   Raise faculty salaries to the southeast average by fall 2010.

The American Association of University Professors places Alabama in its East South Central Region. The Chronicle of Higher Education provides salary data for

Carnegie Classification 11A Schools in this region which includes Troy University, which is summarized in the following chart in thousands of dollars.

	TROY Average	Regional Average of Average Salary for each institution
Professor	76.5	76.4
Associate Professor	62.6	61.8
Assistant Professor	54.2	53.1
Instructor	39.9	43.3

4.6 Establish and maintain succession planning for every key leadership position by fall 2006.

The Chancellor's Fellows Program has continued to enrich the pool of potential administrators while maintaining flexibility for reorganizations.

<u>Strategic Initiative Five: Cost Effectiveness and Strengthening the Infrastructure</u>

As state institutions of higher education in Alabama look to the future, they must find new ways to reduce costs and increase income. Troy University will stress efficiency and effectiveness in all it undertakes. At the same time there is a constant need to assess and improve facilities, transportation, communication, and other forms of infrastructure that support students, faculty, and staff at the various sites and campuses that comprise the expanding Troy University. New construction and facility renovation needs have been prioritized. The latter will be done with an emphasis on safety and security in addition to proving what is needed to execute the plans of the University. The intent was that *by 2010 Troy University would be recognized as an innovator in cost-effectiveness, facility and technology infrastructure, and its ability to develop new income streams.* To make this happen, the following strategic objectives were addressed.

5.1 Prepare and implement a university technology plan by fall of 2006 for 2006-2010**.**

The Troy University Technology Plan was published in 2008-2009; it is updated annually and posted publicly at https://it.troy.edu/Policies/tech_policies.htm. Objectives in the 2010-2011 Technology Plan include:
- *Create and update IT technology plan and policies.*
- *Improve IT communications and efficiencies*
- *Review and evaluate needs for compliance to best practices and legislation.*
- *Improve ERP, SIS system*
- *Upgrade data security efforts*
- *Enhance administrative systems*
- *Enhance administrative network infrastructure*
- *Increase IT training offerings*
- *Enhance internal communications systems*
- *Enhance academic computing facilities*

- *Enhance community offerings*
- *Operate Computer Forensics Institute*
- *Complete Administrative Wireless Networking*
- *Upgrade WAN bandwidth*
- *Implement new paperless solutions*
- *Review major contracts*
- *Enhance new IT facility*
- *Deploy new web offerings*
- *Enhance Student Portal*
- *Enhance Electronic Transcript Exchange*

5.2 Construct a new classroom facility on the Montgomery campus by fall 2010.

This objective was placed on hold due to a lack of funding. An artist's rendering of the building has been prepared, and this facility remains a part of the Facilities Master Plan for future development.

5.3 Construct two new classroom facilities on the Troy campus – fall 2010.

The General Academic Building (39,000 square feet) opened for use in 2006 and was named Patterson Hall in the fall of 2010. Hawkins Hall (100,000 square feet), the new home of TROY's College of Education, opened for used in January 2009.

5.4 Develop a funding plan and preliminary architectural concepts for a multipurpose arena on the Troy campus – fall 2008.

The groundbreaking ceremony was held March 3, 2010. This new facility is under construction. When completed in fall of 2011, Trojan Arena will seat 5,200 people for basketball, and provide 5,600 seats in a floor-use arrangement. The arena will also be the University's convocation center, providing multi-purpose space for large meetings, commencements, concerts and special events.

5.5 Construct an addition to the dining hall on the Troy campus by fall 2008.

Stewart Dining Hall has been renovated and a new dining facility is under construction. The new dining facility will serve 1,000 students at a time, compared to the current capacity of 400 at Stewart Dining Hall. The new 40,000 square-foot dining hall will feature options such as food court-style dining as well as traditional cafeteria dining.

5.6 Renovate the student center on Troy campus by fall 2008.

The Trojan Student Center renovation project was completed by March of 2008. In that renovation project, the food court was expanded to 25,000 square feet. A new Barnes & Noble campus bookstore, the campus bookstore plaza addition, a new façade and entrance to Adams Center Performing Arts Theatre, and the renovated Trojan Fitness Center are also improvements made during this renovation project.

5.7   Construct a "Fraternity Village" on the Troy campus by fall 2010.

Seven 8,517 square-feet two-story houses were ready for move in at the beginning of the fall semester in August 2009. A ribbon-cutting ceremony was held on September 4, 2010.

5.8   Renovate Eldridge Hall for an Academic Center for Excellence – fall 2008.

Renovation of Eldridge Hall was completed in 2008. Eldridge Hall houses the Center for Student Success which provides programs and services to enhance academic achievement, personal and social growth, campus and civic engagement and career development.

5.9   Construct a new residence hall on the Troy campus – fall 2008.

Construction of Trojan Village student housing complex (202,000 square feet) was completed in 2007. The apartment-style residential four-story complex added 524 new beds to the campus.

5.10   Increase by 100% grant income by fall 2010 using 2004 data as a baseline.

The 2003-2004 baseline grant income was $8,939,274, so the goal was $17,878,548. Actual revenue from grants for 2004-2009 greatly surpassed the goal, with a total of $90,557,733.

5.11   Increase revenue from University College to $100,000,000 by fall 2010.

Budgeted unrestricted revenues for Global Campus sites total $99,568,762 in fall of 2010.

5.12   Complete a feasibility study for a university capital campaign by mid 2006.

The feasibility study for Building Beyond Boundaries was completed in 2006, and a detailed program was presented in mid 2007.

5.13   Establish a planned-giving program by fall 2007.

The Planned Giving Program and TROY Shield Society were established in 2007.

5.14   Conduct a capital campaign by 2010.

The silent phase of the campaign began in 2007. Public phase will begin in early 2011.

5.15   Increase by 100% alumni donations by fall 2010 using 2004 data as a baseline.

This objective was reached by 2007.

5.16 Continue to refine the centralized budgeting process for the (total) university and have this process refined and complete with the issuance of the'07- 08 budget by fall 2006.

This was accomplished on time and has been maintained each subsequent year.

5.17 Evaluate the new Institutional Effectiveness Plan by June 2008.

The IRPE handbook was updated and re-issued in November 2007. The new Institutional Effectiveness Plan was evaluated and approved in June 2008. The off-site SACS review team found it to be sufficient in 2009, but the on-site team found it to be insufficient. The Institutional Effectiveness Plan was modified and submitted to SACS in a Monitoring Report in the fall of 2010.

5.18 Implement six new e-solutions that provide expeditious, efficient, and quality services to our students and efficiency and effectiveness to our business processes by August 2007.

Student Financial Services has implemented and streamlined several e-solutions, including ePayment of tuition, eView of detailed student account transactions, eBill notification of student account balance due, eRefund EFT or ACH distribution of financial aid refunds to students, and electronic book vouchers for Barnes & Noble on the Alabama campuses and for MBS in Global Campus.

5.19 Establish an Information Technology Forensic Lab by August 2008.

The Computer Forensics Institute and Training Program was established in 2008 with a grant from the United States Department of Justice. Since its establishment, it has provided digital forensics services to attorneys, businesses, government agencies, law enforcement, and individuals. The main goals of the program are to help state and local law enforcement personnel develop adequate skills for the handling of electronic devices, promote awareness of computer crime and provide research and lab services for electronic analysis.

5.20 Build an improved financial model for athletics benchmarked on other universities in the Sunbelt Conference by fall 2006.

This was accomplished and resulted in total athletics revenues of over $5,000,000 in 2009.

5.21 Review Athletic scheduling to ensure that scheduling efforts maximize the exposure of the University and assist in generating revenue for the operation of the athletic department – full implementation by June 2007.

This was accomplished. Scheduling has brought the University to engage in high profile football events, including games against Oklahoma State and the University of South Carolina.

5.22 Create a strategic Athletic Plan by March 2006.[2]

The Athletics Plan was developed on time. A new plan was developed in 2010 for 2010-2015 and reviewed by the Board of Trustees' Athletics Committee.

Strategic Initiative Six: Telling the Troy University Story

While the new Troy University was approved in 2004 and officially operational in August 2005, much needed to be done to tell both the story of this transformation and what it will do and what the University will become over the years ahead. Faculty and staff will become "Troy Ambassadors." By telling the Troy University story through these ambassadors and various media, the University will improve the recruitment of students, faculty, staff and donors. The growth of the University outlined in this plan required constant and expansive ways of exposing Troy University's good work to all who could help turn our vision into reality. To make this happen, the following extensive strategic objectives were addressed.

6.1 Increase by 50% the venues in which we present the Troy University story –2005-2010.

Troy University's official website redesign was launched February 15, 2010. Troy University also has a web presence on various social networks, including Facebook and Twitter. The University has also been particularly successful in achieving recognition through the Forbes Magazine rankings which identify Troy University as the best university in Alabama.

6.2 Build brand identity in Alabama, the United States, and in countries where Troy University currently offers, and anticipates offering, programs – 2005-2010.

The University consolidated advertising efforts from 2005-2010 to improve brand identity. One external consultant now plans all marketing efforts for the institution.

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[2] Given the importance of athletic planning to the University, a comprehensive plan was developed and separately approved by the Board of Trustees. This plan remains part of the overall strategic plan of the University and is monitored and assessed the same as all other University divisions.

Summary of Results of Objectives

Vision 2010, the 2005-2010 Strategic Plan for Troy University, has had a significant impact on Troy University. Academic programs were strengthened with the addition of new programs, study-abroad opportunities, eCampus, and the University's first doctoral program. Services to students were enhanced through the First Year Program, improved computer services, the renovation of the student center, new residence halls, and Fraternity Village. Support resources for academic programs were improved with the Academic Center for Excellence, Patterson Hall, and Hawkins Hall. The University's outreach programs expanded with the development of the Confucius Institute and the Center for Business and Economic Development.

Vision 2010 consisted of six broad initiatives that were broken out into 52 discreet objectives. As the evidence in this report shows, 50 of these 52 objectives were completed, resulting in an overall completion rate of 96% over the course of this five-year plan.

Conclusion

The completion of Vision 2010 illustrates the manner in which Troy University engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporate a systematic review of institutional mission, goals, and outcomes that result in continuing improvement in institutional quality. Vision 2010 is testimony to the fact that Troy University is effectively accomplishing its mission.