

MINUTES
BOARD OF TRUSTEES' MEETING
July 24, 2014, 2 p.m.
Hawkins Hall, Troy University Campus
Troy, Alabama

The Troy University Board of Trustees convened at 2:00 p.m. on July 24, 2014, in Hawkins Hall on the Troy University Campus in Troy, Alabama.

I. Call to Order

Senator Gerald Dial, President pro tempore of the Board, called the meeting to order.

II. Roll Call

Upon roll call, the following members, comprising a quorum, answered present: Senator Gerald O. Dial, Mrs. Karen Carter, Mr. Ed Crowell, Dr. Roy H. Drinkard, Mr. John D. Harrison, Dr. R. Douglas Hawkins, Mr. Lamar P. Higgins, Mr. Charles Nailen, Mr. Gibson Vance, and Mr. Matthew Thompson, SGA President (non-voting member). Absent: Governor Robert Bentley, Mr. Forrest Latta, and Mr. Allen E. Owen.

Following roll call, Senator Dial called upon Mr. Higgins who introduced Bishop James L. Davis of the 9th Episcopal District of the AME Church. Mr. Higgins added that the 9th Episcopal District of the AME Church returned to the Troy University Campus again this year for its 2014 Christian Education, Ministers' Institute and Leadership Summer Meeting. Mr. Higgins also introduced the Bishop's administrative staff in attendance at the Board meeting.

Bishop Davis was called upon to open the meeting with prayer. Following the prayer, Bishop Davis expressed appreciation to the Board and the administration for helping make the 2014 conference a success.

Chancellor Hawkins and Board members echoed Mr. Higgins' remarks in welcoming Bishop Davis and the 9th Episcopal District of the AME Church conference participants to campus.

At this time, Mr. Higgins requested that the agenda be adjusted so that the Board could consider Resolution No. 3.

ACTION: SENATOR DIAL ENTERTAINED A MOTION FROM MR. HIGGINS TO MOVE RESOLUTION NO. 3 FORWARD ON THE AGENDA. SECONDED BY MRS. CARTER, THE MOTION TO ADJUST THE AGENDA WAS APPROVED. SENATOR DIAL ASKED MR. HIGGINS TO INTRODUCE RESOLUTION NO. 3 HONORING BISHOP JAMES L. DAVIS AND THE 9TH EPISCOPAL CHURCH. MR. HIGGINS READ RESOLUTION NO. 3 (REFLECTED LATER IN THE MINUTES). MR. HIGGINS THEN MADE A MOTION TO ADOPT BY ACCLAMATION RESOLUTION NO. 3 HONORING BISHOP JAMES L. DAVIS AND THE 9TH EPISCOPAL CHURCH. DR. DRINKARD PROVIDED A SECOND FOR THE MOTION AND IT WAS ADOPTED BY UNANIMOUS VOTE BY THE FULL BOARD.

Senator Dial welcomed members of the media--Sarah Canty (WAKA), Mona Moore (Troy Messenger), and Doug Gooden (WSFA), to the meeting.

III. Approval of Minutes

Senator Dial called attention to the draft minutes for the May 9 and May 15, 2014 meetings. A draft copies were provided to Board members prior to the meeting. Senator Dial called for a motion to approve the minutes as presented.

ACTION: MR. CROWELL MADE A MOTION TO ACCEPT THE MINUTES FOR THE MAY 9 AND MAY 15 MEETINGS AS PRESENTED. THERE WERE NO CORRECTIONS OR ADDITIONS BROUGHT FORWARD. FOLLOWING A SECOND BY MRS. CARTER AND APPROVAL BY THE FULL BOARD, THE MINUTES WERE APPROVED AS PRESENTED.

IV. Reports

A. Chancellor

The Chancellor introduced Mr. Walter Givhan, new Senior Vice Chancellor for Advancement and Economic Development.

Chancellor Hawkins shared highlights on agenda items before the Board. He added that reports will be given on enrollment, budget, the Right-sizing committee, the 2015-2020 Strategic Plan, and athletics.

In regard to the nationwide enrollment challenges, the Chancellor referenced several news articles giving indication of sweeping changes to address the declines in enrollments in higher education.

Chancellor Hawkins added that enrollment is Troy University's number one priority. It was noted that 60% of American Association of State Colleges and Universities (AACSB) institutions failed to meet their enrollment goals over the past year. The Chancellor also noted that predictions are that the number of high-school age students will decrease in 44 of the 67 Alabama counties and universities are facing increased competition for international students. Chancellor Hawkins stated that TROY's response to declining enrollment trends is to focus on quality and innovation. He said that "quality absent innovation equals stagnation."

Chancellor Hawkins shared a budget history that reflected in 2011 the university's budget was \$253m and it has continuously dropped to a proposed 2015 budget of \$225m. The Chancellor said that good stewardship is a way of life at TROY, and he commended the senior leaders for their good work in meeting the challenges of a declining budget.

The Chancellor reported that the university financial audit in 2013 resulted in no reportable conditions. The university's credit rating was affirmed by Moody's at an Aa3 rating.

Chancellor Hawkins provided a few brief comments on the Right-sizing Committee adding that right-sizing is a new way of life for the university. He noted that the committee has conducted a review of the Dothan and Montgomery Campuses and implemented measures that will result in a \$560k savings. He also stated that 85 funded but vacant positions have been permanently eliminated for an annual savings to be realized at \$2m. A review will be conducted on the Troy and Phenix City Campuses as well.

Indicators of quality reported by the Chancellor included recognition by: (1) US News & World Report Best for Vets ranked the university 27th in the nation for online bachelor's degree programs for veterans and in the top 20 in the Southeast Region, (2) GedEducated.com ranked our Master of Criminal Justice 8th in the nation and the baccalaureate in Criminal Justice 15th in the nation, and (3) National Council for Licensure Examinations (NCLEX) nursing scores for reflects TROY's 100% pass rate.

In conclusion, Chancellor Hawkins advised that the development of the 2015-2020 Strategic Plan will begin in the fall. Dr. John Dew, Senior Vice Chancellor for Student Services and Administration will prepare a schedule to capture input from the Board of Trustees, the faculty, staff, and other groups. A goal has been set to present the plan to trustees in the summer of 2015.

B. Board Committee Reports

- **Academic Affairs Committee, Honorable Karen Carter**

Mrs. Carter said that it was a great honor for her to present to the Board on behalf of the

Academic Affairs Committee a resolution approving awarding an honorary degree to Board member Mr. Roy H. Drinkard. The chair called for a motion to adopt Resolution No. 1.

Resolution No. 1

Honorary doctorate for Mr. Roy H. Drinkard

ACTION: MRS. CARTER MADE A MOTION TO ADOPT RESOLUTION NO. 1 HONORING BOARD MEMBER ROY H. DRINKARD BY AWARDING AN HONORARY DOCTORATE OF LAWS DEGREE. MR. HIGGINS PROVIDED A SECOND TO THE MOTION. THE CHAIR CALLED FOR A VOTE AND RESOLUTION NO. 1 WAS UNANIMOUSLY ADOPTED BY THE FULL BOARD.

o **Resolution No. 1—Honorary doctorate for Mr. Roy H. Drinkard**

Resolution No. 1

Awarding the Doctor of Laws to Mr. Roy H. Drinkard

WHEREAS, the Honorable Roy Henry Drinkard, native of Falkville, Alabama, is a successful businessman, community leader, and an asset to his city, state, and nation; and

WHEREAS, the Honorable Mr. Drinkard is a member of the “Greatest Generation, having served with honor and valor as a United States Marine during World War II; and

WHEREAS, the Honorable Mr. Drinkard has made his mark in the world of commerce as a retail businessman and real estate developer and promoting the economic development of his community and state; and

WHEREAS, the Honorable Mr. Drinkard was appointed to the Troy University Board of Trustees in 2000 and has since earned the respect, admiration, and love of the Troy University family for his devotion to and support of TROY; and

WHEREAS, the Honorable Mr. Drinkard’s expertise, experience, and wise counsel have benefitted Troy University immeasurably during his tenure as a Trustee, not only regarding matters of fiscal management but also regarding continued institutional fealty to the highest ideals of student service and the inculcation of the “Corps Values” of loyalty, responsibility, and civility upon every student;

THEREFORE BE IT RESOLVED, that the Honorable Roy Henry Drinkard be awarded the Honorary Doctor of Laws degree as a tribute to his support of Troy University and Alabama higher education and for his devotion to the progress of all citizens of his native State of Alabama;

BE IT FURTHER RESOLVED that this degree be awarded on the occasion of Summer Commencement Ceremonies on the Troy Campus on the twenty-fifth day of July, Two Thousand and Fourteen.

o **Resolution No. 2—Honoring Dr. John W. Schmidt**

Mrs. Carter said it was her pleasure to present to the Board Resolution No. 2 honoring Dr. John W. Schmidt by renaming the offices housing first-year studies at Troy University the John W. Schmidt Student Success Center to honor him for his outstanding service to the university.

Resolution No. 2

ACTION: THE CHAIR CALLED FOR A MOTION TO ADOPT RESOLUTION NO. 2 AS REFLECTED BELOW. A MOTION TO ADOPT RESOLUTION NO. 2 WAS MADE BY MRS. CARTER. SECONDED BY MR. HIGGINS, RESOLUTION NO. 2

HONORING DR. JOHN W. SCHMIDT BY RENAMING THE OFFICES HOUSING FIRST-YEAR STUDIES AT TROY UNIVERSITY THE JOHN W. SCHMIDT STUDENT SUCCESS CENTER WAS UNANIMOUSLY ADOPTED BY THE FULL BOARD.

A framed copy of the resolution was presented to Dr. Schmidt.

Resolution No. 2

A Resolution Honoring Dr. John W. Schmidt

WHEREAS, Dr. John W. Schmidt joined the senior administration of Troy University in 1994 and has served the University well in several key leadership positions, including Senior Vice Chancellor for Student Services and Senior Vice Chancellor for Advancement and External Relations; and

WHEREAS, Dr. Schmidt's contributions to TROY are many and varied, to include:

- Creating a program to help first-year students excel at college, and developing a center to foster that success;
- Leading the University's first two capital campaigns, raising more than \$200 million in the process;
- Led the development of the Newman Center, which houses a faith-based learning community, and facilitated the construction of Trojan Village, a 500-person residence hall complex;
- Implementation of a first-year common reader program that has led to a University-wide emphasis on creating a culture of reading; and

WHEREAS, Dr. Schmidt, as a retired Colonel in the U.S. Marine Corps, did much to promote TROY's traditional role of service to the men and women of the United States Armed Forces; and

WHEREAS, Dr. Schmidt was a tireless advocate on behalf of all students at Troy University and who demonstrated this advocacy by serving as a mentor to many students; and

WHEREAS, Dr. Schmidt will retire from Troy University on July 31, 2014;

THEREFORE BE IT RESOLVED, that the offices housing first-year studies at Troy University be renamed the John W. Schmidt Student Success Center to honor this outstanding Trojan for his years of exemplary service and his longstanding devotion to the betterment of Troy University students.

• **Student Affairs Committee, Honorable Lamar P. Higgins**

Mr. Higgins provided opening comments for the Student Affairs Committee report. He then called upon Dr. John Dew to give an enrollment report to the Board.

○ **Enrollment Report—Dr. John Dew**

Dr. Dew advised that overall college enrollments in Alabama peaked in 2011 and will fall over the next three years. He added that enrollment among some four-year schools is remaining steady due to high out-of-state recruitment. He also noted that the number of students in Alabama's Community Colleges that could transfer to TROY is declining and will continue to decline.

Dr. Dew added that the number of potential students—traditional and adult is declining. Nationally, the number of 18-24 year olds in the U.S. will decline by 4% over the next four years according to Inside Higher Education, 2/28/14). This year the highest rate of declining enrollments is among adult students (National Student Clearing House—2013). Dr. Dew also stated that the Chronicle of Higher Education (12/13) reported that nationally 50% of colleges and universities fell short of their enrollment goals in the fall of 2013. Another challenge facing universities in the enrollment decline will be attributable to an increasing number of competing

institutions. Dr. Dew also noted that military student enrollments are falling. Examples cited were: Central Texas College peaked at 26,995 in fall 2011 and then fell to 22,443 in fall 2012, and the University of Maryland University College graduate enrollments fell by almost 5% from fall 2011 to fall 2012.

Dr. Dew reported that the number of international students is set to decline. He shared the following facts:

- Number of Korean students studying abroad fell for the first time in 2013 and is expected to continue to fall.
- Number of Chinese students is expected to follow the Korean trend (Chronicle, 5-23-14)

Enrollments are influence state funding, Dr. Dew advised. He shared the following in support of his statement:

- ACHE funding formula rewards institutions for enrolling large numbers of out-of-state students.
- The more out-of-state students an institution enrolls, the larger their percentage from Alabama, per the Alabama Commission on Higher Education (ACHE) formula.
- ACHE formula influences actual appropriations.

Dr. Dew shared the following Troy University Growth Strategies:

I. Grow the residential campus

- a. Increase our share of Alabama Students
 1. Up our visibility in Mobile.
 2. Increase summer events that bring high schoolers to campus.
 3. Host Contemporary Christian and Gospel music events and advertise on Contemporary Christian and Gospel radio stations.
 4. Heighten our visibility with Native American and Hispanic populations in our region.
 5. Maintain and strengthen relationship with African-American churches.
 6. Increase recruiting efforts at private high schools and among home schoolers.
- b. Increase number of students on-campus from India and South America.
- c. Promote our academics, safe environment, Greek system and Sunbelt Conference through all Global Campus recruiters.

II. Rev up service to adult students at Dothan, Montgomery, and Phenix City

- a. Enhance collaboration with feeder schools
 - Provide reverse transfer data
 - Post regular times and locations for recruiters to be on community college campuses.
 - Invite community college Presidents to campus events.
- b. Beef up advertising for high volume academic programs and areas of excellence.
- c. Develop more summer programs to reach out to high schoolers at Dothan, Montgomery and Phenix City.
- d. Increase Troy faculty presence and visibility in area community colleges and high schools.
- e. Increase scholarship availability – new version of Horizon Scholarship now available every term.
- f. Have replaced the Admissions directors at Montgomery and Dothan in the past 3 months.

III. Expand outreach to veterans and their children

- a. Troy for Troops Centers – in place at Troy and almost ready at Montgomery.
- b. Emphasize career-oriented degree programs we have in blended formats – CJ, Tourism and Sport Management.
- c. Warrior Spirit Campaign

IV. Increase online enrollments

- a. Offer introductory courses face-to-face at Global Campus locations.
- b. Increase contact with Community Colleges all across Alabama, Florida, and Georgia.
- c. Build relationships with corporations, school systems, government agencies, and health care in our region to establish cohorts of students.
- d. Warrior Spirit campaign reaching out to military students.
- e. New partial scholarships for online students: Horizon and Corporate Achiever.

V. Grow our graduate student enrollments.

- a. New program now in place to encourage our graduating seniors to enroll in our graduate school.
- b. Increase outreach to four-year colleges in the region that do not offer graduate programs.
- c. Overhaul the office for graduate recruiting.
- d. Increase marketing for high-volume graduate programs.

VI. Accelerate international partnerships

- a. Begin teaching Troy course with SEEGI in Malaysia.
- b. Achieve a breakthrough in offering Troy courses online in India.
- c. Develop new partnerships around Sports Management in China.
- d. Turn relationships into enrollments in Central and South America.

Task Forces and Cross-Functional Efforts

- Enrollment Task Force – past 18 months – streamlining recruiting and application processes, acquiring latest recruiting technology, developing new levels of analysis of performance.
- Retention Task Force – improving support processes for new online students, reorganizing student development centers at Dothan and Montgomery, simplification of general studies and analysis of high volume, high D, F, W courses.
- Increased collaboration and action planning among colleges, campuses, marketing and recruiting.
- Getting positive feedback about Warrior Spirit campaign.

Discussion followed. Senator Dial asked if the university takes a significant look at our students who receive degrees but are not working in their degree field. Dr. Dew responded that the university tracks these students and our numbers are reported to the Southern Association of Colleges and Schools, Commission on Colleges. Discussion continued and examples were cited on what distinguishes Troy University and sets it apart from “diploma-mill schools.”

○ **Resolution No. 3—Honoring Bishop James L. Davis**

As referenced previously in the minutes, the following action was taken on Resolution No. 3.

Resolution No. 3

ACTION: SENATOR DIAL ENTERTAINED A MOTION FROM MR. HIGGINS TO MOVE RESOLUTION NO. 3 FORWARD ON THE AGENDA. SECONDED BY MRS. CARTER, THE MOTION TO ADJUST THE AGENDA WAS APPROVED. SENATOR DIAL ASKED MR. HIGGINS TO INTRODUCE RESOLUTION NO. 3 HONORING BISHOP JAMES L. DAVIS AND THE 9TH EPISCOPAL CHURCH. MR. HIGGINS READ RESOLUTION NO. 3 (REFLECTED LATER IN THE MINUTES). MR. HIGGINS THEN MADE A MOTION TO ADOPT BY ACCLAMATION RESOLUTION NO. 3 HONORING BISHOP JAMES L. DAVIS AND THE 9TH EPISCOPAL CHURCH. DR. DRINKARD PROVIDED A SECOND FOR THE MOTION AND IT WAS

**ADOPTED BY UNANIMOUS VOTE BY THE FULL BOARD. RESOLUTION NO. 3
FOLLOWS:**

Resolution No. 3

Honoring Bishop James L. Davis and the 9th Episcopal District of the AME Church

WHEREAS, the Right Rev. James L. Davis, a fifth-generation minister, has served as the servant prelate of the 9th Episcopal District of the African Methodist Episcopal Church since 2008; and

WHEREAS, Bishop Davis, a native son of Alabama, is one of America's foremost spiritual leaders, having served the AME Church for more than 40 years; and

WHEREAS, a strong bond exists between Troy University and the 9th Episcopal District of the AME Church, which for the past two years has held its summer conference on the University Campus with over 800 church members in attendance, including approximately 300 of the participants being school-age children, thus exposing these young people to a college campus; and

WHEREAS, Bishop Davis promotes life-long learning as an integral component of spiritual development, and in doing so serves as a goodwill ambassador not only for Troy University but for all of Alabama higher education;

THEREFORE BE IT RESOLVED, that Bishop James Davis and the members of the 9th Episcopal District of the African Methodist Episcopal Church be commended for their good works and encouraged not only to make Troy University the permanent home of the 9th Episcopal District's Summer Conference, but also to encourage other churches and denominations to follow the AME Church's lead as a way of promoting the value of higher education among church youth across Alabama.

• **Finance Committee, Honorable John Harrison**

Mr. Harrison reported that the Finance Committee met on July 10, 2014, and had a very productive meeting. He then called upon Dr. Jim Bookout, Senior Vice Chancellor for Finance and Business Affairs, to give a financial report.

○ **Annual Budget Report—Dr. Jim Bookout**

Dr. Bookout's report follows:

Dr. Bookout presented the financial information beginning with the financials of the last nine months compared with last year. He stated that even though last year was a \$13 million larger budget, we generated 76% of the revenue that we estimated to generate leaving 24% in the remaining part of the year. Dr. Bookout stated we are on target with our revenue generation with no areas of any concern. With regard to expenses, the University is spending a little bit ahead from last year. He stated that we are at the 70% mark on our expenditures through nine months and we are monitoring that very closely. Scholarship expenses exceeded last year's total by two million and one hundred fifty eight thousand dollars, which means more scholarships offered through the first nine months than we had last year. This is a good expense because some of those scholarships are partial and they pay other monies when they receive that scholarship. We are looking at a little overage in the areas of construction and in our O&M for utilities but we are on target for the remaining three months. Overall, the 76% revenue generation is very positive at this point and we are \$14 million dollars ahead in terms of revenue over expense.

Dr. Bookout stated that over the last four years Troy has increased its scholarships from \$13 million to \$19 million a year; a 38% increase.

Dr. Bookout responded to comments and questions from Board members.

○ **University Funds Held for Investment, Dr. Jim Bookout**

Dr. Bookout gave a brief update on University Funds Held for Investment. He noted that investment funds have a market value to date of \$22,467,895 under the new investment policy compared to \$20,039,339 which is where it would have been under the old investment policy.

○ **Facilities Update, Dr. Jim Bookout**

Dr. Bookout provided the following update on facilities.

“Dr. Bookout provided a summary of the major projects and other facility projects that are small in scope and their percentage of completion. Also, a list of new projects was added as a result of Dr. Bookout’s walk-through with each of the college deans to look at enhancing their college classrooms to the expectations of students.”

An update was given on Hawkins Hall and it was noted that the basement in Hawkins Hall is being turned into space for International Programs.

An update was given on the North End Zone and the Recreation Center projects. “Dr. Bookout commented on the cost of these projects as it affects the institutions debt ratio. Debt financing combined with a downward enrollment trend would have to be considered.”

○ **Resolution No. 4—Adoption of FY 2014-2015 Budget**

Following Dr. Bookout’s reports, Mr. Harrison presented on behalf of the Finance Committee, Resolution No. 4 approving the 2014 -2015 budget. Mr. Harrison stated that the revenues continue to decline, adding that the Governor is committed to equality in funding, but we need to continue to be vigilant in seeking equal funding. Mr. Vance echoed Mr. Harrison’s comments regarding equal funding. Mr. Vance added that if the university continues to cut back every year but does not receive increases in state funding, we need to be mindful as to what we may lose in quality. Mr. Higgins made comments regarding how the ACHE budget recommendation process affects the level of state funding.

Mr. Harrison reminded that we will continue to invite all Board members to attend the Finance Committee meetings.

Resolution No. 4

ACTION: MR. HARRISON PROVIDED A MOTION TO ADOPT RESOLUTION NO. 4 ADOPTING THE 2014 – 2015 BUDGET. A SECOND TO THE MOTION WAS MADE BY MR. ED CROWELL. THE CHAIR CALLED FOR FURTHER DISCUSSION. THERE BEING NONE, RESOLUTION NO. 4 ADOPTING THE 2014 -2015 BUDGET WAS APPROVED.

Resolution No. 4

Approving the 2014 - 2015 Budget

WHEREAS, the administration of Troy University has developed and recommended the Troy University budget for FY 2014-2015; and

WHEREAS, as the Chancellor has reviewed the revenues and expenditures within the proposed budget and has determined that the proposed budget is fiscally sound; and

WHEREAS, the Board members were briefed on various new revenues during the Board meeting in May 2014; and

THEREFORE, BE IT RESOLVED by the Board of Trustees on the 24th day of July 2014 that the budget for 2014-2015 fiscal year is approved with the understanding that the Chancellor is authorized to make such changes from time to time as, in his judgment, may be necessary; and

BE IT FURTHER RESOLVED that the Board of Trustees, due to continued volatility in enrollment trends and certain budgeted cost considerations, authorizes the flexibility for the Chancellor to adjust compensation to faculty, staff and classified employees of the university should it be determined funds will be available for the forthcoming year; such determination shall be concluded at a later date.

o **Right-sizing Committee Report—Dr. John Dew**

Dr. Dew reported that the Right-Sizing Committee established in fall of 2013 composed of the following members: Dr. Dew, Dr. Doug Patterson, Dr. Lance Tatum, Dr. Toni Taylor, and Dr. Jim Rinehart.

The committee was tasked with the following charge:

- Review staffing levels across the University and recommend personnel actions that would bring staffing levels into line with the mission and needs in each area.
- Based on the recognition that declining enrollments in some areas can result in overstaffing.

Dr. Dew reported that the following reflects the right-sizing process:

First Step

- Met with all college deans and other administrators.
- Pushed for, and confirmed, the permanent elimination of 85 funded positions that had become vacant in the past 18 months.
- On-going annual savings of over \$2 million per year.
- Also documented that reductions in the use of adjunct faculty due to decreased enrollments will eliminate \$4 million per year.

Second Step

- Looked seriously at our demographics.
- Concluded that there are many faculty and staff who can retire at any time. 105 Tenured and Tenured Track faculty, 27 Lecturers, 55 administrative support staff, 17 senior administrators. 204 total that are 62+ in age.
- Concluded that we do not need to provide any financial incentive to encourage retirements since the recovering investment market has strengthened individuals' retirement accounts.

Third Step

- Reviewed operations and staffing at the Dothan Campus.
- Took advantage of the retirement of the Dothan Dean of Students to realign Dothan organizations to align with Troy campus.
- Eliminated 2 professional positions for cost savings of \$110,000.

Fourth Step

- Reorganized Montgomery functions to align with Troy and Dothan organizations.
- Eliminated 16 positions through reductions and retirements.
- Cost elimination of \$560,000
- Additional positions have been identified to not be filled upon retirements over the next 24 months

Next Steps

- Analysis of Phenix City starts in August.
- Analysis of Troy campus this fall

- **Institutional Advancement Committee, Honorable Charles Nailen**

Mr. Nailen called upon Dr. Dew to provide a report to the Board on the 2015-2020 Strategic Planning process.

○ **2015-2020 Strategic Planning—Dr. John Dew**
Proposal for the 2015-2020 Strategic Planning process planning cycle

1. Board of Trustees Input
 - a. Begin with discussions with each committee of the Board of Trustees
 - b. Enable the Board members to all contribute their aspirations and expectations for the university in the next five years.
 - c. Board of Trustees input will be used as the foundation for the strategic plan
Timetable: To be conducted during fall of 2014
2. Faculty and Staff Input
 - a. Listening Sessions will be conducted
 - b. For each college Listening Sessions will be held to seek staff input from each of the four Alabama campuses and from Global Campus
Time Table: To be conducted during winter of 2014-2015

• **Athletic Policy Committee, Honorable Allen Owen**

In the absence of Mr. Owen, Mr. John Hartwell, Director of Athletics, presented the following report on behalf of the Athletic Policy Committee.

○ **Athletics Report, Mr. John Hartwell**

Mr. Hartwell reported on the following topics for athletics:

- Facilities Update
- Personnel Update
- Media Campaign
- Sun Belt Network – ESPN 3
- Trojan Tour Recap
- Alcohol Sales Update
- Upcoming Events

Facilities Update

Video and Ribbon Boards

- SE corner of stadium behind the Sound of the South
- Ribbon Board located around the stadium fascia
- Completion date: September 1, 2014

Soccer/Track Lighting Project

- Bases and poles delivered
- Completion date: August 27, 2014

Golf Facility

- Bid opened above budget
- Reevaluating nonaesthetics cuts (e.g., attic space, duct work, etc.)
- Completion date: Early 2015

Personnel Update

Softball Program

- Head Coach: Beth Mullins
- Asst Coach: Whitney Cloer (Hitting and Recruiting)
- Asst Coach: TBA (Pitching)

Track and Field and Cross Country Program

- Director: Marc Davis
- Head Cross Country Coach: TBA (Interviews ongoing)
- Asst Coach: TBA (Throws Coach)

Director of Event Management, Promotions and Technology

- Mike Frigge—Returning from brief stay at Cincinnati

Director of Student-Athlete Services

- Title changes for selected positions

Media/Marketing Campaign (Maintaining same theme this year: It's T Time)

Billboards

- 23 total billboards (both static and digital) through Oct.
- Digital boards updated for individual game sales
- Locations: I-65, I-10 and Highway 231 corridors

Radio

- Coach Blakeney and Barry McKnight .30 second spots
- Montgomery to Dothan and Mobile to Panama City
- Provide stations with on air promotional give-away items (e.g. T-shirts and tickets)

Internet

- Focus on AL.com
- Season ticket sales campaign through the end of Aug.

Sun Belt Network – ESPN 3

Sun Belt Network Expansion

- Transition to ESPN Platform from CSS/CST
 - Platform: ESPN, ESPN2, ESPNU, ESPN3, ESPN News, WatchESPN app, WatchESPN.com
- CSS/CST ceased operation June 1

ESPN Partnership Guarantee

- Every Sun Belt Conference FB game to air on platform
- Will include basketball, soccer and volleyball this Fall

ESPN3

- Live multi-screen sports network
- Accessible to 92 million homes and 21 million college students via smartphones and tablets
- Compared to 9 million homes via CSS/CST

Trojan Tour 2014 Recap

Trojan Tour '14

- Trojan Tour Kick Off – Thursday June 19th
- 11 Cities, 9 Days, 3 States
- Increased fan attendance to over 2000 (up from 800)
- Speakers included John Hartwell, Larry Blakeney, Bobby Pierce, Phil Cunningham, and Chanda Rigby
- Fan Engagement
- Allowed fans to interact with coaches and autographs
- Sold season tickets at every stop
- Media Coverage
- Strong media coverage in major cities

Recap of Alcohol Sales

Recap from Baseball Season

- Introduced alcohol sales (beer) during baseball season
- Uneventful season relative to alcohol sales
- Basic set up to “test the waters”
- Generated an additional \$5,000

Football Season

- Introducing alcohol sales during football season
- Will have 4 – 6 kiosks located around the concourse
- Cut off sales at the end of the 3rd quarter

Sponsorship and Revenue Generation

- Leveraging Anheuser Busch and Miller/Coors
- Sales revenue from purchase of alcohol

Upcoming Events

- Women's Basketball International Trip to Italy
 - August 1 – 9
 - Meet the Trojans (Fan Day) and Draw Down

- August 16
- Kickoff Pep Rally on the Square
- September 4
- Board of Trustees Trip
- September 20th Troy vs. Georgia

Following Mr. Hartwell's athletics report, Dr. Fred Green, Faculty Athletics Representative (FAR) was called upon to give a report. His report follows:

What is FAR

- Within Athletics the FAR (Faculty Athletic Representative) reports directly to the university CEO – Dr. Hawkins
- While involved in many areas of athletics, the FAR is predominantly interested in student/athlete wellbeing.

Main Point of Emphasis of FAR

- To work with everyone in the athletic department at one time or another, but primary goal is to see student/athletes have success academically and ultimately graduate with a degree from Troy University

Troy University Highlights

- TROY has a strong emphasis on academics.
- Some recent evidence is the addition of 3 academic counselors within the division of student athlete services.
- While there is still work to be done, all of our teams at Troy have continued to meet the NCAA APR(Academic Progress Rate) standards

National and Regional Positions

- Dr. Green serves as the Vice- President of the D1A FAR Board--one of only 10 representatives from the ten FBS Conferences
- Serves as chair of the Sun Belt FAR Board
- Serves as a member of the regional NCAA post graduate scholarship committee

Future Goals

- One of Dr. Green's goals for the upcoming year is to try to meet all of our coaches and athletic personnel in an attempt to provide mentorship and guidance

Senator Dial thanked Mr. Hartwell and Dr. Green for their reports.

V. Adjournment

With no further business to come before the Board, a motion from Mr. Higgins to adjourn was approved.

Following adjournment, Senator Dial and Board members took the opportunity to present the Chancellor with a legislative proclamation commending him for his dedication and commitment to the university.


Jack Hawkins, Jr., Ph.D.
Chancellor and
Secretary of the Board of Trustees
Troy University


Gerald Dial
President pro tempore,
Board of Trustees
Troy University