

Dothan Campus Listening Session for Strategic Planning
2:00-4:00 p.m., October 22, 2009
Sony Hall, Library/Technology Building

Strengths

Global perspective
Staff's work ethic
Faculty work together as a team to meet student needs
Continuing Ed Dept at Dothan
Access to technology and its use
Faculty and staff experience
Cost compared to other institutions
Everyone is friendly, helpful, student centered
Increasing outreach to business community with economic development
Offer classes 24/7 – eCampus, day, night, weekend
Student group collaboration from different campuses
Small classes taught by real faculty
Multiple locations targeting different populations
Great financial assistance to students
In-state tuition extends to FL and GA

Weaknesses

Communication – university as a whole
Somewhat different practices
Need to keep sign-offs at lowest level possible
Shared governance – lack thereof
University as a whole is too Troy-campus centered
Support office hours not aligned with times when classes are held
Campus calendar differs by location
Campus/college lines of authority are fuzzy
eCampus – cannot find people/advisors to help assist students
Focus too much on students as “customers” instead of as “students”
OGU changes create problems with communications
Cross-communication between colleges on campus replaced with focus on aligning with college on TROY
Continuing Ed has untapped potential and is fragmented and leaderless
Faculty salaries differ from campus to campus for same positions
Difference between campus for staff salaries
Confusion of interpretation of policies
Should offer more variety of programs, based on community needs
Cannibalizing traditional campus for online courses
Advertisement – high school students think we have no traditional-age students
Advertise in different ways – promote interviews with faculty and quality of programs
Streamline process for approving international travel
Continuing Ed students here one-time receive parking tickets
Vital information embedded in e-mails and too many e-mails

Most decisions have to go back to Troy to be made
25% home location policy not consistent with OGU

Threat

Proration

Lower tuition at Wallace Community College

Higher salaries in school systems

External budgets and our visits don't always match up

Economy and our ability to raise money externally

Easier/quicker programs at Wallace

Business community thinks the campus does not have authority to make decisions and respond to issues

Campuses compete among each other

Opportunities

More recruiting in the high schools

Wallace's students will graduate and could come here

Engage more with early childhood issues – kinder-care while in class

Could showcase events and activities – need PR help

Could offer more for the Military – new GI Bill

Bringing programs like Nursing to the campus

Shuttle service between campuses

Remove boundaries in high school recruiting regarding Troy campus

2015

Raise faculty salaries to Southeast average

Raise staff salaries as well

Need to define who we really are

True university-type shared governance

Continuing Ed with a distinct image as part of Troy University

Plan towards providing non-credit programs as well as for-credit

Senior citizens are an untapped market

Develop a deep connection between continuing education and traditional programs

Define how economic development and continuing education work together

Provide certificate programs – merge traditional academics and continuing education, in Arts and Sciences, Business, other

Reach out more to traditional students

Define ourselves as residential and non-residential instead of traditional versus adult or non-traditional

Re-establish the connection of local campuses with local communities

Continued growth of Dothan campus and more classes throughout the day

Dramatic increase in faculty development and overseas opportunities

Overload issues will be resolved and salary issues addressed

Support for research activities becomes a focus of the university

Improved dining services on Dothan campus (more space)

Montgomery Campus Listening Sessions for Strategic Planning
October 26 and November 2, 2009
Whitley Hall 141

Strengths

Student centeredness on the Montgomery campus
Diversity
Resources for faculty – photocopiers, technology
Quality facilities, technology in classrooms
IT support
Strong outreach programs on the Montgomery campus – Davis Theatre, Rosa Parks, Planetarium
Innovative culture
Flexibility of class times
eCampus
Administrative support – open door policy
Room access
Vans
Leadership – Chancellor’s vision
Branding initiatives
Degree opportunities on non-traditional students
Student support services
Financial resources for students
Experienced adjuncts – teach and do the job
Customer service
Full-time faculty provide the backbone
OGU – gives students flexibility
Faculty development – travel funds
Easy to get resources – little bureaucracy
Campus security on the Montgomery campus
Secretarial staff
Committed faculty
Relatively small system
Different locations in the state
Staff in Montgomery
Ease of movement from one campus to another
Different ways we offer courses
Diversity of traditional and non-traditional student population
Visibility of senior leadership in Montgomery and on all campuses
Accessibility of senior leaders
Training of instructors in eCampus
Nice facility
Consistent pool of students
Strong relationship with military
Support staff is helpful
Rapidly growing name recognition

Good discount for faculty and family taking classes
Semester in A and B terms on Montgomery campus
Structure of Sorrell College of Business to be connected to the decision-making process
Ability for any TROY students to take courses at any TROY campus
Rosa Parks Museum
Collegial environment
Recognition of the football team
Recognition in medical community for our nursing graduates
Night-time schedule advantageous for working adults in Montgomery
MS in HRM accredited by Society of Human Resource Management
Development of doctoral programs
Enrollment grows by word of mouth
Students bring family to the university to enroll
Ethics/beliefs – have not forgotten where we came from
Chancellor is dynamic
We embrace positive change

Weaknesses

Parking
Too heavy a reliance on adjunct faculty
Faculty pay not where it should be
Nine-week sessions distract from research
Twelve-month contract distracts from research
Nine-week model not pedagogically effective
Need more consistency between programs
Lack of consistency with student services between campuses
Many decisions appear to be Troy-centered (location)
Education seen as purely a classroom activity
Need more emphasis on quality in academics
Need to coordinate eCampus and campus programs
Staff salaries – administrative support
New overload policy impacts full-time faculty and staff/adjuncts
Some staff not utilized with students/teaching
Left hand doesn't know what right hand is doing
Senior staff is Troy-campus centered, not university-centered
Lack of understanding of diversity
Lack of diversity at senior staff level
e-mail system is antiquated – 50 m. limit can't view and sort e-mail beyond one page
e-mail backup not adequate
Need online storage for faculty and students
Court restrictions on programs
Room access – fully booked
Workload has expanded, but staff has not
Need secretaries for schools and administrative units on the Montgomery campus
Lack of respect for people, entities at Montgomery from hierarchy

Lack of budget for Montgomery campus Vice Chancellor – works through central finance
\$500 level for check requests – approval level needs to be lowered
Travel funding – too much hierarchy
All-Seasons details are problematic and costing us more. “Benefits” not communicated.
Lack of priority for infrastructure
Re-approval of spending in an approved budget
Museum not even in the university’s plan
Lack of staff development
“eCampus is so easy” – students get a cake walk
City doesn’t mention Troy University in tours or elsewhere
OGU can get us off-mission
Consent decree mentality on the Montgomery campus
Too much shopping from one site to another for easy teachers
Move in and out of eCampus makes it difficult to plan for enrollment numbers
Low faculty/staff salaries for this region
Inequitable promotion opportunities
Too few full-time faculty
Comp structure in eCampus rewards easy instructors, while punishing rigorous
instructors and those who teach in class
Calendar is confusing
OGU, but separate policies and procedures
Troy-centric/Pike County-centric
TROY changing – have to submit tickets to get things done
Constant change of home locations among students
Troy tells students that Montgomery classes are not rigorous and so does AUM
Nine-week terms do not provide time for reflection and discovery
Nursing – not enough classroom space or parking
Running out of computer lab space
Lack of early classes limits potential growth
Teaching loads not equitable across campuses
Need to offer more higher level degree programs
Need greater variety of degrees
Library resources weak
Library not open when students are here
Getting away from mission of serving adult students in Montgomery
Don’t have sufficient funding for tutoring and other student support services
Montgomery is becoming more of a satellite campus
Fewer full time faculty, but greater expectation for committee activity and research
Should provide leadership training to people moving into positions of responsibility
Weak lines of communication – top-down and within campuses
TROY’s website – user unfriendly, not updated, needs to be up-to-date
E-mail capacity too small
Have over-centralized decision-making
People in Troy are inflexible
No response to e-mails sent to Troy and eCampus
Decision-making removed from campus

Troy campus people do not grasp the manner in which Montgomery must function to serve its students
eCampus disconnected from rest of university (may run Troy University)
Innovations at Troy campus not available at Montgomery
Workload on Chairs is excessive – no administrative support
Entrance requirements – most cannot write an essay
Students easily offended by feedback
Facilities – scattered faculty offices, not enough labs, software not updated
Lack of access to social events in Montgomery
Weaker bookstore and books are late
Weaker cafeteria system, not healthy, consistent student complaints
People in Troy change computer orders, and we don't get what we need
HR cannot verify or track teaching activities
Faculty salary disparities across disciplines
Staff salaries
Losing faculty over wages
Football team
Summer teaching loads
No time off for those teaching 18 week semesters and in summer
Need to change the focus from students to faculty
Better faculty support in labs, people
Too much focus on quantity, not quality
Difficulty in getting information from other departments (internal suppliers)

Threats

University of Phoenix – big players in Alabama
AUM growth
Community colleges partnering with universities for four-year degrees
Competition for funding for K-12
Increasing accreditation requirements (specialized and regional)
ACHE
Growth of Alabama State – facilities
Growth outside the institution
Differences in admissions standards
Decreasing resources of potential students due to economy
Proration
Competition for our faculty
Competition for regional/national events
Competition for grants/research funding
Alabama Education Association
AUM, ASU, Huntington, Faulkner all looking like us
ACHE
External need for programs we don't have
Better service at other institutions
Economy
Competition with other universities

Lack of understanding of what our limitations are
Alabama's economy not diverse enough to support our graduates
SACS changing mission – more results driven
SCOB not AA accredited
Shrinking state funding
Quality of high school students
Don't have a program to help non-traditional students ramp up
Digital universe
If it cannot be documented it didn't happen

Opportunities

Heritage tourism
Combine our strengths – in-class/online, geographic,
look at *macro* perspective
Global and military partnerships
Geographical presence/location
Recession attracting non-traditional students
Specific missions of campuses
Expanded degree programs
More advanced degrees
Think outside the box
More partnerships with local schools, corporations, and government
Support Economic Development in Montgomery
International students on the Montgomery campus
Plan for when the decree expires
Need more online advertising
Endowed chair in Human Rights and program centered in Montgomery
Diverse opportunities in the economy
Military
Growing Latino population
Consent decree end in sight
Cooperate with other state universities in Montgomery
Increasing recognition by people that they need continuous learning (or forced to)
Certificate programs – CEUS
There is funding for students
More doctoral programs and research funding/support

2015

More emphasis on quality of education
More advanced degrees
Become truly seamless – consistent programs and services
Expand full-time faculty by 25%
Comparative pay to attract/retain faculty
Competitive pay for staff
eCampus and colleges more fully merged

Diversity at senior staff level, not just a photo op – allow people to represent the university

Higher student scores, (quality) life experiences, essays

More clubs for students on the Montgomery campus

Expand technology in classrooms – i.e. Phenix City classrooms

Utilize wireless capabilities

Student access to info online

New academic building on the Montgomery campus

2009 SACS review will be over

Economic Development incubator at Montgomery

More information posted so more people can communicate – more info about global opportunities

Electronic signs

Student center on Montgomery campus

ID card as smart card

Modify TV courses on the Montgomery campus if we're going to keep them – expand video streaming option

Handle all registrations online

Montgomery activity fee to support activities

More video conferencing and less driving

Extend video conferencing to desk top

Integrate museum into the academic structure of the university

Create global opportunities for our students to study abroad, internships

Expanded staff development

Actual increase in diversity at the senior staff level

Nursing program to have dorms

Dorms in Montgomery

Wi-fi hot spot

More of a cultural part of downtown

Pay for faculty and staff hits regional average

Stronger academic programs

More academic programs

Improved facilities, offices, parking

Light rail to Troy

More videoconferencing

More committees around

Electronic sharing of presentations

More international students in Montgomery with appropriate support services

Better communication among campuses

More community involvement in Montgomery

Need to see some of the Montgomery campus identity come back (find balance)

Have a clear sense of mission/identity

Better relationship among eCampus, Montgomery, and Troy

Have some stability

Phenix City Campus Listening Session for Strategic Planning
3:00-5:00 p.m., November 4, 2009
123 Higginbotham Building

Strengths

Diversity of student body – gender, race, ethnicity, age
Good rapport with students on the Phenix City campus; student-centered
Strong support staff – IT and secretaries on Phenix City campus
Departments work closely together
Affordability
Departments do good job helping students with financial aid
Leadership
Flexible scheduling for faculty
Diverse ways we offer classes
Full-time faculty
Opportunities for professional growth
Opportunities for scholarship – financial support
Good reputation in the community
Nice facilities – buildings and grounds
Accreditations
Supplement finances with community financial support on Phenix City campus
Phenix City campus has a culture of taking care of faculty and staff
Effective assessment system

Weaknesses

Weak faculty senate
Don't have effective system for assessment of faculty – teaching evaluations – electronic system not working/skews views, as well
Inability to offer courses at all campuses
Current academic calendar – nine week terms – not enough research time
Insufficient faculty to offer courses
Institutional contact between full-time faculty and adjuncts
Too much hand-holding of students
Diversity of curriculum limited on Phenix City campus
Registration never stops at Phenix City
Ratio of full-time faculty to adjuncts
Students want more online courses
Need for more work-study opportunities for students on campus
More web-enhanced classes needed
Inequities in calendars between campuses
Nine week terms impacts scholarship
Contracts (12 month) creates disadvantages for Phenix City
Time to meet/discuss as a faculty has diminished
Impossible procedure to get raises for secretaries and other staff
Inadequate night-time lighting around education building

Difficulty of getting paperwork through Troy – hiring, certifications, tracking – lack of responsiveness
Inadequate compensation for department chairs
Impact of new overload policy on salaries and ability to cover classes
Disparity between capital projects approved for Troy campus vs. “branch” campuses, and speed of completion
Lack of survey of faculty on issues of concern
Inequities of faculty salaries within and between colleges
General communication between departments
One arm of the university doesn’t know what the other is doing, i.e. Phenix City and Ft. Benning
Need for more diversity on the faculty (minority representation)

Threats

Adjunct pay – competing for them
Growth we cannot meet
Full-time faculty pay – regional
Unplanned eCampus expansion
Hiring faculty from un-accredited universities
Ability to conduct scholarship at doctoral university level
Other universities catching up with online
Columbus State – Doctoral Program in Education
Alabama Dept of Education and ACHE control
Non-standard adjunct pay – campus vs. eCampus
Increasing tuition potentially hurting enrollment
Cost of textbooks
Lack of difference between textbooks and online ebooks
Columbus State very aggressive

Opportunities

New BRAC
Economy – jobs for Education grads
Develop niches to compliment programs
Riverfront Project
Offer education programs in critical need areas
Recruitment opportunities to combat Columbus State
Work with rural school systems – offer classes on their terms
Work with veterans
Offer more Continuing Education courses
Other services for the community – i.e. help for students with reading problems
Diversify the span of curriculum
Could expand the daytime program

2015

Factor in some on-campus (site) activities for students in eCampus (establish a greater bond with students and future alumni)

Controlled expansion
More doctoral degrees
More faculty input in direction of the university
More partnerships with social impacts
Increased service learning
Balance research and service contributions of faculty with teaching
Tenure and promotion committees should understand what each college does and have clearer expectations for promotion
Look at how many students each faculty are teaching – needs balance
As OGU, we need equity in what is done on all campuses

Troy Campus Listening Sessions for Strategic Planning
October 27 and November 5, 2009
Claudia Crosby Theatre, Smith Hall; and Hawkins Hall Auditorium, Room 122

Strengths

Dedicated staff
Caring university
Quality of the faculty
More students with Troy as first choice
Emphasis on study abroad
International student population
We are a teaching institution
Don't have classes taught by teaching assistants
Renovations
New buildings
New academic programs – successful
Effective planning and implementation of new programs
Planned eCampus – cutting edge
Increase in specialized accreditations
eCampus with brick and mortar base
Air Force ROTC
Library technology
Active student organizations
Athletic programs competitive for our size and help with name recognition
Well-defined mission
Have set higher standards for admission at Montgomery
Relationship with communities in Dothan and Montgomery
Strong dynamic faculty
Sense of family among faculty
Multiple educational deliveries
Diversity of student population
Still have small class size, mostly
Tradition of service to students
Steady development of educational infrastructure – classrooms, technology
Research and publications by faculty
Advisement – faculty involvement
Faculty teach – not graduate teaching assistants
Number of student organizations
Growth in student population – continual
National/international outreach
Increasing standing in state of Alabama
General name recognition outside of state
eCampus
Responsive to community and stakeholder needs
College of Communication and Fine Arts – a cultural hub in Southeast Alabama
Sound of the South

Division 1 athletics
Good support for faculty development (finances)
IT Dept and Help Desk
Benefits for low cost compared to other institutions in state
Weaknesses can be strengths in this financial climate
eCampus financial strengths
Shuttle bus service

Weaknesses

Admissions standards need to go up
We don't know if we want quality or quantity of students
All students need ACT or SAT – no exceptions
Suitcase college on weekends – little activity on weekends
High admission of conditional students
Tend to want to be all things to all people
Over-reliance on non tenure-track faculty
Lack of AA accreditation for SCOB
Faculty evaluation by students – 6% of faculty being evaluated
Dean or Dept. Head needs to be in the classroom to observe tenure-track faculty
Need to observe adjuncts and non-tenure track faculty
Need an upward evaluation process
Revisit adjunct payment schedule
Involve faculty in recruiting students
Involve faculty and secretaries in alumni meetings and fundraising
Alumni Hall, band facilities, and wing of McCall all need work
Recreation facilities are lacking
Don't have technology in all classrooms
Faculty representation on BOT and upper academic committees
Need academic advising for all students – weak in eCampus
Sidewalks and walking paths needed
Need better pre-game activities at bowl games
Help teams look better for parades
Need to do a better job of embracing international students
Need drivers education
Don't support and retain international students
Need better relationship with Troy community
Improve new employee orientation
Still dealing with inadequate preparation for OGU
Combining multiple missions – are we truly OGU?
Could make better use of exit exams
Student/faculty parking on the Troy campus
Faculty pay
Space/facilities
Non-competitive admissions
Public perception of quality
Language skills of international students

Horizontal/vertical communication across divisions
Need to expand support for international students – especially language and writing
Logistics of student advising
Too many adjuncts, especially in eCampus
Need more full-time tenure track faculty overall
Overall/increasing reliance on lecturers
Staff pay
High staff turnover rates
Training for staff, professional development
First semester retention (Fall to Spring)
All Seasons Travel
Slow paperwork processes – too many signatures
Too much paperwork
Move to paperless is slow
Time/resources for faculty research
Prohibitive teaching load for expectation of faculty research
Poor state funding
Lack of a central “help desk” (not IT) for questions
Overemphasis on athletic achievement vs. academic achievement
Has not had strong respect for true faculty governance
Overemphasis on deans and dept heads in the tenure and promotion process

Threats

Shrinkage in traditional applicant pool for Troy campus
Recruitment of our faculty to other schools for higher salaries
State funding
Changing requirements on federal funding
Uncertain economic climate
Governor’s Race will raise questions, i.e. why do four-year schools offer remedial courses
K-12, two-year system, universities political fragmentation
Can be questioned by other states as to what we are doing there
New technology makes students lazy – incomplete thoughts, fragments
Technology makes students less inhibited – will text what they would not say
Greater competition with other institutions in Alabama
ACHE
Identity theft
Economy
Provincial attitudes towards globalization
Competitors online and in class
Students’ preparation for college
Academic strength of feeder schools
Cyber-terrorism
Unfunded mandates – including PACT
Declining traditional student market in Alabama
Cost of general operations

Financial strength of Alabama
Need more business growth in Troy (city)
Less development money available
Escalating cost of college tuition
Personal security for students living in nearby community

Opportunities

Four-year schools in Florida are limiting enrollment while we can grow
Florida schools requiring summer sessions
Troy could make summer sessions viable
Could use overseas locations to take students to visit/study
New business in Troy – co-op programs
Retirement of baby boomers
Experience with eCampus
DNP opens door for additional doctoral programs
Strong financial setting
Economy – more adults going back for degrees
Greater need for integrated skills and interdisciplinary studies
Delivery technology – better and cheaper
Global partnerships and contracts
GI financing
Ft. Benning and Eglin AFB growth
Shortage of K-12 teachers
Shortage of nurses
Demand for innovative academic programs
Integrated communication between our faculty and communities to resolve
socio/economic challenges (collaborations)

2015

Admissions standards above national average
Adequate full-time faculty to teach course demands
Academic freedom for full-time faculty to choose own texts
No Alumni Hall problem
Improved security measures to maintain integrity of eCampus
Faculty salaries commensurate
Academic quality of all courses is high in all locations
Faculty club/dining area
Elevate staff compensation – secretaries
Each initiative in our plan has been considered from the perspective of using technology
Improve communication technology to promote faculty collaboration at all locations
Any policy that directly impacts faculty and staff is vetted with them prior to
implementation
Better integration of international operations
Training for faculty and staff in technology
Stronger recognition of Troy University's mission as a teaching institution (internally)
Graduates in 2015 prepared for 2015

Graduates prepared for life-long careers
Be more research oriented if supported appropriately
More higher level programs
Increase doctoral programs
More prestigious specialized accreditations
Maintenance support for the new and old buildings on campus
More global educational alliances
Competitive pay for faculty and staff
Have reviewed admissions standards – undergrad/graduate
More rigorous evaluation of students
Better prepared students we bring in and graduate
Development of a Graduate School
Include an Honors College
Consistent assessment/measurement across the institution
Peer review and faculty review of supervisors
Increased opportunity for interdisciplinary classes/ research
More environmentally friendly campuses – walk/ride bikes
Parking deck
Better communication when new ideas are implemented
Develop new programs that address emerging needs
State-of-the-art recreation facility for students/faculty/staff
Alumni Hall renovated
Consistent processes of communicating across campuses
Establish a Continuing Education Department
Enforce e-mail as an official communication format
Basic level of technological competence for faculty and staff
Improve sidewalks (crossings) in some parts of Troy campus
Traffic study for Troy campus
Student being out of dorms by last day of finals – detracts from academics
Shared vision between city of Troy and the University
Actively promote study-abroad programs and infrastructure to support
Facilities for students who remain in the area during breaks
Better discussion/communication within the university community
More control of budget processes by deans
Also emphasize domestic study opportunities
Incentive to get graduate students to register early
Greater support for faculty grant writing
Dedicated performing arts facility for Troy campus
Consistent names for all offices across locations
More internal control in hiring eCampus teachers
More faculty allowed to teach blended loads
Reduce course loads overall
Need same password at all campuses to log in

Global Campus: Southeast Region
Listening Session for Strategic Planning
8:30-10:30 a.m., October 29, 2009
Hilton Pensacola Beach Gulf Front, Pensacola Beach, Florida

Strengths

Staff very strong and dedicated professionals
Faculty – strong and dedicated
Strong support systems – from region, technology, and student services
Accreditations – all
Strong degree programs
Structure and organization
Availability of classes online
Strong presence with military
Distributed network of campus and services
Affordability
Diverse student body
Positive image
Transformational leadership/administration
Cutting edge in teaching adult students
Accelerated 9 weeks
Authority to act at lower levels
Excellent sports programs
Greater dynamism than state counterparts
Good to be a state university
History of excellence in higher education (over 100 years)
Being recognized – Princeton & Forbes
Perceived as being small, but we are not
Being global
Adaptable – can change quickly
Real university behind the internet
Treat students as individuals, not numbers
Centralized (single) marketing agency

Weaknesses

Web site is complex
System of processing is slow
Assembly line – difficult to have flexibility on issues at Troy campus headquarters
Communication from top down is slow, and messages get lost or changed
Need more standardization of processes
Keeping marketing materials current with changes
Too much paper – not enough done electronically
Death by slowness
Salary structure too low to attract faculty
Interest of Troy campus dominate the institution
We continue to do things manually

Mismatch between process and tools
Aversion to add faculty and staff even as we grow
Marketing is Troy-centric
Purchasing process very slow
Mentality of cheapness
Lack of marketing research
Employees who speak directly with students sometimes don't have a sense of ownership
with Troy University
TROY IT is Troy-centric
Aversion to cutting edge technology
Unclear what resources are available to TGC faculty, such as Study Abroad, etc.
Length of time to get faculty certified to teach
Seven-point interactions
No total marketing plan for the university
Lack of effective, timely new employee orientation and training
Financial Aid Call Center – inconsistent information
Acceptance of mediocrity at main campus
Have not made sure everyone understands adult learners, skills to work with them. We
focus on bureaucratic processes
Web site is not interactive
Datatel – does not currently have all functions and/or user friendly
Need to upgrade info on admissions for students
Career services weak in TGC
Bookstore – need Kindle
Lack of prospect management software
Have to involve students in resolving their issues

Threats

Ignoring Latin America
International security
Cyber espionage – need to protect student/faculty information
Competition increasing and competitors are learning from us
Protecting our reputation from fly-by-night for-profits
Being locked out by in-class requirement in new GI Bill
State legislations that sneaks up on us
Need to address cutting edge degree programs
SACS is restricting us more
Specialized accreditations forcing restrictions
Competition spending lots on advertising
Cuts/elimination of tuition assistance
Economy – federal and state funding
Not functioning as One Great University
Definition of what TGC will be
People won't wait for us to make decisions and pay issues
Speed at which technology is passing us by
Value of education is changing for students

Expectations of access to education changing

Opportunities

Meet community expectations/needs where we operate

Recruit international students to cities

Competitors having to retrench

Learn from University of Phoenix

Recessions bring people back to school

Can attract more students coming straight out of high school

Need staffing for admissions counselors in TGC – follow up on prospects

Little attempt to project into other states regarding Education – needs for the future

Be proactive in state legislatures

Conduct more research in market trends

Educational spending in the current administration

Should be able to hire good people from other institutions

Establish more positive relationships with communities

Continue to leverage relationships with community colleges

Focus on articulation agreements with community colleges

Make retention a top priority

Increasing Global marketplace

Mobile technology

Partner with cell phone companies – use blast text messages

Use social networking to recruit

Hire more professional people in international office at Troy campus

Learn from competition about contact/support for distance students

Leverage the fact we have a real university with online students

2015

Paperless

Advisors face-to-face on Skype

Immediate info for advisors on courses taken and needed to complete degree

Advising via web cams

Web-based self-service for students

Tutorials via web on how to register

Serve student from 15-95 well

Premier teachers college in the Southeast

Established a presence in Latin America

Need same look/services at all locations

National branding

More organized New Employee Orientation specific to positions

Make internal processes efficient and real time – systems are synchronized

All of TROY needs to be true 24/7 operation

Improve collaboration between Global Campus and Troy Campus

More professional approach to international programs in general

25% of staff should be able to work from home

Doctoral programs – more and online

Flexible and rigorous programs
SVC for Global Campus needed
Compensation plan to pay-for-performance if you make your numbers
Set up corporate contracts for educational programs – need to be cutting edge
No one has to ask “What is TROY? Where is TROY?”
Faculty/staff salaries at least average
Virtual student success center
Be seen as a premier institution
Large virtual alumni association 50,000+
90% graduation rate
More tutoring opportunities for eCampus students
Social networking as centerpiece for communicating with students and faculty
More educational opportunities for the disabled/handicapped
Reach portions of the population that are often neglected
Greatly expanded Continuing Education program
Create/respond to demand for cohort programs
Include books in pricing
Be in the commercial testing business
Vacant faculty positions filled

Student Leaders Listening Session for Strategic Planning
11:30 a.m.-12:45 p.m., November 12, 2009
Trojan Center Room 212, Troy Campus

Strengths

Accessible administration
Affordable fees
Good scholarship funding
International relations
Professors good at helping
Student oriented
Openness to new student organizations
Strong sense of community
Ongoing campus experience
Hands-on experience in academics
Potential for campus growth
Variety of areas of study – majors
Good communications between organizations
Relatively small class size – interaction between faculty and students
Winning football program
Student involvement for different interests
Career services
Safe campus
Excellent SGA
Attractive campus draws people
First-year programs at Eldridge
Free tutoring program
Multiple study/travel abroad programs
Quality of staff in residence halls
Transit system on campus
Labs offer hands-on experience
Four academic programs with high rankings
Commercials are creating positive awareness

Weaknesses

Game-Day parking
Transit system doesn't go to all apartment complexes and doesn't have a set schedule
Parking in general
Art Department needs facility upgrades
Library resources outdated
No food on campus on weekends
Web Express and registration services slow
Admissions requirements not up to par with others in Alabama
Financial Aid
Fence in the lower quad (construction)
Sound improvements at Crosby Theatre

Class availability

Always hot in Political Science area of Math and Science Complex and needs upgrading
in general

Fail to realize importance of minority organizations

Lack of web development for the University

Lights not bright enough at night

Library and computer labs not open late

Need emphasis on sustainability (green purchasing etc)

Lack of quantity and quality of living space on campus

Need recycling on campus

Need 24-hour library or some 24-hour study location

Alumni Hall, Gardner, Hamil

Financial Aid holds money a long time (slow)

Need NMR for chemistry certification

Ceilings falling in computer labs – leaking

More professors in Computer Science

Dedicated Computer Science lab needed

Need more technically oriented companies at career fairs

Safety in Malone Hall – lighting and need keypad entry

Update Troy University website

Limit number of students per advisor

Tropolitan needs greater web presence (will also help with advertising revenues)

Constant construction

Need more emergency posts

Student organizations need funding

Activity fees too high

Dining services – rude employees

Janitorial issues in Alumni Hall

Climate control space for theatre costumes

Departments in College of Communication and Fine Arts need more space

More advanced studies in languages needed

Small organizations cannot afford Sodexo food prices

Drainage problems in Chemistry Department

Requirements for ordering materials from TROY-approved companies

Need more weekend entertainment options

Unsanitary conditions at Stewart Dining Hall

Why using Styrofoam at Stewart?

Money for new park while buildings need repairs

Not enough attractions within walking distance

Insect infestations in dorms (need to spray regularly)

Other off campus bookstores have prices lower than Barnes and Noble

Need faculty to send booklist and ISBN numbers sooner

Need a film major

Chancellor's and Millennial Scholars capped at 16 credit hours each semester

Should be able to use points at Starbucks

No drains for emergency showers in Chemistry

Food prices high for off campus and at stores
Purchasing points next year
Doorways covered by smokers
More involvement with the community
Use points at surrounding restaurants
Make Blackboard more efficient
Don't schedule activities on exam weeks – hard to park
Don't schedule during breaks – i.e. Senior Previews at Thanksgiving
Some teachers don't want same book from class list
Paperless goal, but paper for everything
Adaptive needs hard to work with and teachers don't abide by rules
Mid-October fall break is better than week at Thanksgiving
Teachers should use books students *can* sell back
Re-sale value on books
Textbook companies promoting online attachments – cost extra
Change textbooks too often

Threats

Community support for UA, AU
Admissions standards
Other schools bring events here
TROY does not compete in state, regional competitions
More academic competitions needed
Enrollment growth vs. dorm space
TROY not advertised around Alabama to high schools
Government cutbacks in funding
Lack of attractions in Troy
Few jobs opening up in the economy
Increase reputation by raising standards
Need more in-depth programs – law, medicine
Need to show students doing things in commercials – not just walking
Involve administrators in more community activities
Programs to draw people in – film major, film festival
Student debt and tuition increases
Other grad schools adding prerequisites we don't have
Don't get proper info for international students to stay here
Show more of what other departments are doing
Some departments just promote a few majors to students

Opportunities

Expanded technology
Growth in economy
Promote world-wide size of Troy University
Take advantage of conferences for students in region
Host conferences here for high school students
ACS certification for Chemistry Department

Transportation to away games
Have Dothan and Montgomery students play intramurals and access to scholarships
Move out of Sunbelt Conference
Growth at Dothan Campus (lots of space)
Growth in dance department and involve international dance
Engage alumni with students
Give attention to faculty who participate in national events
Conduct conferences for international students from other universities
Tell students more about overseas campuses and opportunities
Provide Greek housing to all Greek students
New technologies building – like Hawkins

2015

More research and doctoral programs
Expansion of departments and buildings
Expand arts, theatre, dance into grad programs
Masters in Communications
Build a parking deck
ACS certification for Chemistry
LEED certified buildings on campus
Keep expanding the campus
More programs in health care fields
Classes in auto mechanics, home economics
Expanded/improved student health center
More recreation facilities
eCampus growth
On-campus housing improved
More industrial programs in business
Expanded interdisciplinary program
Theatre/dance building
Update Malone
24-hour study center
More language majors
Undergrad majors in kinesiology
No traditional dorms