

MINUTES
BOARD OF TRUSTEES' MEETING
July 22, 2016, 1:30 p.m.
Hawkins Hall Conference Room
Troy University Campus
Troy, Alabama

The Troy University Board of Trustees convened at 1:30 p.m. on July 22, 2016, in Hawkins Hall Conference Room on the Troy University Campus in Troy, Alabama.

Senator Gerald Dial, President pro tempore of the Board, called upon Board Member Lamar P. Higgins to open the meeting with prayer. Senator Dial then called the meeting to order and welcomed media representatives present: Tori Roper, Tropolitan Editor, and Doug Gooden, WSFA News. At Senator Dial's request, the roll call was called and is reflected below.

I. 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. Earl V. Johnson, Mr. Lamar P. Higgins, Mr. Forrest Latta, Mr. Charles Nailen, Mr. Allen E. Owen, and joining the meeting via conference call were Mr. C. Gibson Vance and Ms. Olivia Melton, SGA President (non-voting member). Absent: Governor Robert Bentley.

II. Approval of Minutes

A draft copy of the May 6, 2016, minutes was provided to Board members prior to the meeting. Senator Dial called for a motion to approve the minutes as presented.

ACTION: MR. HIGGINS MADE A MOTION TO ACCEPT THE MINUTES FOR THE MAY 6, 2016, MEETING AS PRESENTED. THERE WERE NO CORRECTIONS OR ADDITIONS BROUGHT FORWARD. FOLLOWING A SECOND BY MRS. CARTER AND WITH NO FURTHER DISCUSSION, THE BOARD ADOPTED THE MINUTES AS PRESENTED.

At this time Senator Dial stated that he wanted to drop down to the Executive Committee Report to cover Resolutions No. 1 and 2. He called attention to Resolution No. 1 renaming Janice Hawkins Park to Janice Hawkins Cultural Arts Park to more clearly reflect the role of the park. Senator Dial added that this is an exciting opportunity for the university and will bring national exposure to the campus. Senator Dial commended Mrs. Hawkins for her vision in bringing this recognition to the University through the Cultural Arts Park.

III. Executive Committee, Honorable Gerald Dial

○ **Resolution No. 1-Renaming Janice Hawkins Park**

Senator Dial presented Resolution No. 1 which follows on behalf of the Board's Executive Committee for consideration.

ACTION: MR. JOHNSON MOVED TO ADOPT RESOLUTION NO. 1. SECONDED BY MR. OWEN. RESOLUTION NO. 1 WAS ADOPTED UNANIMOUSLY BY THE BOARD.

Resolution No. 1—To Modify the Name of Janice Hawkins Park

WHEREAS, On May 10, 2007, the Troy University Board of Trustees voted to name the "proposed park to be established at the corner of University Avenue and McKinley Drive" in honor of the first lady of Troy University, which created "Janice Hawkins Park;" and

WHEREAS, the Facility Naming Policy approved by the Board of Trustees on May 9, 2003, requires the Chancellor to submit facility naming recommendations to the Board for final approval; and

WHEREAS, the University is renovating Stewart Hall, adjacent to Janice Hawkins Park, to create a center of the arts; and

WHEREAS, Janice Hawkins Park will be the home of hundreds of pieces of statuary, which will complement the new arts center; and

WHEREAS, renaming the park "Janice Hawkins Cultural Arts Park" would more accurately reflect the primary role of the park;

THEREFORE BE IT RESOLVED, that upon the recommendation of the Chancellor, the name of "Janice Hawkins Park" be changed to "Janice Hawkins Cultural Arts Park."

Resolution No. 2

o Resolution No. 2-Honoring John Harrison for exemplary service

Senator Dial introduced Resolution No. 2 honoring Mr. John Harrison. He added that the Board is excited to bring this resolution forward. Mr. Harrison has been a member of the Board for many years and has brought great credit to the state through his many contributions to the State of Alabama as outlined in the resolution.

ACTION: MR. HIGGINS MADE A MOTION TO ADOPT RESOLUTION NO. 2 AS FOLLOWS. A SECOND WAS PROVIDED BY MRS. CARTER AND THE RESOLUTION WAS ADOPTED UNANIMOUSLY BY THE BOARD.

Following adoption by the Board, a framed copy of the resolution was presented to Mr. Harrison. Mr. Harrison expressed his appreciation on the recognition.

Resolution No.2—Honoring John D. Harrison for exemplary service to the State of Alabama

WHEREAS, the Honorable John D. Harrison, a Selma native, is a Troy University alumnus, class of 1967, and has been a member of the Troy University Board of Trustees since 1995; and

WHEREAS, Mr. Harrison's successful career in business, finance, economic development, and public service has included serving as President of First Citizens Bank of Luverne from 1983-2003, as Mayor of Luverne for four terms, President of the Community Bankers Association of Alabama, and as Director of the Alabama Department of Economic and Community Affairs (ADECA) from 2003-2005; and

WHEREAS, in 2005 Mr. Harrison was appointed by Gov. Bob Riley as Superintendent of the State Banking Department and subsequently re-appointed by Gov. Robert Bentley; and

WHEREAS, Mr. Harrison has served the State of Alabama with selfless integrity both as the Director of ADECA and as Superintendent of Banks, adhering to the highest standards of professionalism and integrity, and

WHEREAS, this outstanding public servant's career has reflected positively on Troy University, and

WHEREAS, Mr. Harrison retired as Superintendent of Banks on June 30, 2016;

BE IT THEREFORE RESOLVED, that the Board of Trustees commend officially Mr. Harrison for his outstanding career and his many and varied contributions to the betterment of Alabama and the benefit of its citizens, and that a copy of this resolution be presented to him by his grateful colleagues on the Troy University Board of Trustees.

IV. Reports

A. Chancellor

The following is a summary of the Chancellor's report.

Board Agenda Items

- ✓ Resolution renaming Park
- ✓ Resolution honoring Mr. Harrison
- ✓ School of Science and Technology Update
- ✓ Changes in Faculty Handbook
- ✓ Financial report/approval of budget
- ✓ Enrollment Update
- ✓ Report on student recreation center
- ✓ Athletics Strategic Plan Report

Internationalization

Goal: Prepare graduates who are globally competitive

- ✓ 974,926 international students in USA in 2014-15 --- 80,000 in 1975/+40% last decade
- ✓ 478,815 (40%) enrolled in STEM
- ✓ 72% funded from personal/family funds
- ✓ \$30B economic impact across USA --- \$240m impact in Alabama --- \$30m impact in Troy
- ✓ New Confucius Institute Partner – Chongqing Normal University
- ✓ Terracotta Warriors for campus have arrived

Facilities Update

- ✓ Stewart Hall project underway and will become Cultural Arts Center – Dedication set for Nov. 4
- ✓ New park side entrance from Cultural Arts Center underway
- ✓ Adams building expansion begins which will add valuable space for our Enrollment Management offices

Trojans Excel

- ✓ Diane Orlofsky – Outstanding Education Award Alabama Music Education Association
- ✓ Dr. Chella – European Associate for Sports Management's most prestigious award
- ✓ Dr. Michael Carroll – President of Sport & Recreation Law Association
- ✓ Dr. Dave White – Distinguished Citizen for Phenix City by the BSA Council

Vision for Alabama Campuses and TROY Online

- ✓ Montgomery Campus focus – Graduate education center
- ✓ Dothan Campus focus –support health industry
- ✓ Phenix City – Downtown campus
- ✓ Online—40% of all TROY classes taught online
- ✓ Student centered and quality driven!

Joint Board Retreat—September 23-24

- ✓ Theme – “Road to 10K students”
- ✓ Discussion to center around what we need to do to grow Troy Campus to 10K, barriers to growth, identity challenges and opportunities
- ✓ Goal: Solicit Board input

Road to 10K – Academics

- ✓ STEM faculty and facilities -- Grow adjunct pool
- ✓ Increase support staff-registrar/graduate school & first-year student center
- ✓ Schedule afternoon/evening classes
- ✓ Improve retention
- ✓ Develop internship opportunities

10K-International

- ✓ Offer relevant academic programs
- ✓ Provide affordable housing
- ✓ Develop Latin American strategy
- ✓

- ✓ Develop strong international partnerships
- ✓ Avoid "Cash Cow" syndrome

Road to 10k - student services

- ✓ Increase residence hall capacity
- ✓ Increase parking capacity
- ✓ Grow Greek System
- ✓ Partner City of Troy to expand dining and entertainment options

Road to 10K – finance

- ✓ Increase dining opportunities
- ✓ Increase bandwidth
- ✓ Increase public/private partnerships
- ✓ Additional support staff --financial aid counselors

Road to 10k-Advancement

- ✓ "Good to great" will result from extramural funding
- ✓ Increase alumni giving
- ✓ Increase scholarship funding
- ✓ Integrated strategy for marketing and recruiting
- ✓ Strengthen Foundation Board of Directors
- ✓ Involve community opinion leaders
- ✓ Increase competitive grants/contracts

Dates to Remember

- ✓ August 14, Odyssey Convocation -- Tom Forman keynote speaker
- ✓ September 3—football home opener vs. Austin Peay at 6 p.m.
- ✓ September 17-18 football trip to USM
- ✓ September 23-24- Joint Board Retreat
- ✓ October 15 Homecoming
- ✓ November 4 Dedication of Hawkins Park
- ✓ December 16 Fall commencement and BOT meeting

In conclusion, the Chancellor gave a brief update in regard to a recent matter involving the Manley Johnson Center (MJC) where comments were made by a faculty member regarding the Retirement Systems of Alabama and reference to a "third-tier institution" which was not at all what the professor meant to say. Dr. Hawkins said that the professor was talking about the University being number three as it relates to policy development in Alabama. The Chancellor commended Dr. Earl Ingram and Dr. Judson Edwards for their outstanding leadership in working through this matter.

Dr. Hawkins responded to comments from the Board in this regard and Mr. Nailen stated that it may be helpful if a presentation could be made to the Board in order to have a better understanding about the MJC and the oversight. In response, Senator Dial suggested that a briefing be scheduled during the Board Retreat in September.

B. Board Committee Reports

• **Academic Affairs, Honorable Karen Carter.**

Mrs. Carter reported that the Academic Affairs Committee met in June and covered several topics. As a result of the Academic Affairs discussions, Dr. Steven Taylor, Dean of the College of Arts and Sciences, was asked to update the Board today on the School of Science and Technology.

○ **Update on School of Science and Technology-Dr. Steven Taylor**

Dr. Taylor provided background in the process of establishing a School of Science and Technology to date. He expressed his appreciation to Dr. Govind Menon for his leadership in this initiative. Dr. Taylor added that a focus of the STEM is to expand STEM understanding not only to students in Alabama but also to appeal to international students. Some of the initiatives in this area have been the establishment of a new STEM Academy for the Pike County School System and Charles Henderson High School. Planning is ongoing and we are looking into the process for outreach and development in BTW Magnet School in Montgomery and Dothan City Schools.

Other initiatives underway include seeking grant monies and a joint grant proposal has been submitted between six universities, three community colleges, and state partners to help retain minority students in STEM. A similar grant in scope has been submitted to help student with disabilities.

New research labs have been set up in Biochemistry with Dr. Lukjan Farver; Non-Linear Optics with Dr. James Sanders, and Material Science/Electronic Structure Lab with Dr. Quratulann Ijaz.

Dr. Taylor also reported that we are trying to develop new programs in Applied Electronic Engineering and in Biomedical Engineering.

In conclusion, Dr. Taylor reported the following are areas that need to be addressed:

- ✓ Infrastructure issues: space for office and labs, classroom technology, lab equipment (teaching and research)
- ✓ Marketing: School of Science and Technology (SST) webpage
- ✓ Solidify STEM academy in Montgomery, Troy and Dothan
- ✓ Help formulate a plan for the future of aviation at Troy University
- ✓ Administrative help for SST

Discussion followed and Dr. Taylor responded to comments and questions from Board members.

Mrs. Carter thanked Dr. Taylor for his presentation.

○ **Resolution No. 3-Proposed Changes to Faculty Handbook-
Dr. Earl Ingram**

Mrs. Carter introduced Resolution No. 3 and called upon Dr. Ingram, who shared the changes as outlined in the resolution below and which are reflected in red. In summary, the CRC change will move from representation by location to representation by discipline.

Resolution No. 3—Approving Changes to the Faculty Handbook

ACTION: MRS. CARTER PRESENTED A MOTION ON RESOLUTION NO. 3 ON BEHALF OF THE ACADEMIC AFFAIRS COMMITTEE FOR CONSIDERATION OF THE BOARD. THERE BEING NO DISCUSSION, A SECOND WAS PROVIDED BY MR. CROWELL. RESOLUTION NO. 3 WAS ADOPTED.

WHEREAS, The Faculty Handbook is Troy University's primary document governing academic policy; and

WHEREAS, Changes in policy dictate the need to alter the contents of the Faculty Handbook periodically; and

WHEREAS, The following changes have been recommended to the Office of the Senior Vice Chancellor for Academic Affairs by the University Review Committee:

Proposed Change to Faculty Handbook to become effective August 1, 2016

3.7.6 College Review Committee

3.7.6.1 General Guidelines

1. The CRC is composed of five senior faculty members elected with at least one from each institutional unit (i.e., the four Alabama campuses and TROY Global Campus, as appropriate for each CRC, respectively); two department chairs selected by the dean; one outside dean,

associate dean or chair appointed by the Senior Vice Chancellor for Academic Affairs; and the dean of the college (names of representatives are reported on Form G, see Appendix C). Departmental faculty members serve staggered three-year terms, with the initial length of the terms to be determined by the CRC. Elected CRC representatives are not eligible to serve on the Committee on Promotion and Tenure Appeals during the same year. A faculty member cannot actively serve on the CRC during a year in which he/she is being considered for promotion. In the instance where the faculty member is also a chair, the dean appoints a senior faculty member to serve in place of the chair. Other instances will be referred to the Senior Vice Chancellor for Academic Affairs.

Proposed Version 4-13-16

3.7.6.1 General Guidelines

1. The CRC is composed of: one senior faculty member elected per departmental unit within the college, as appropriate for each CRC; two senior faculty members selected by the dean; one outside dean, associate dean or chair appointed by the Senior Vice Chancellor for Academic Affairs; and the dean of the college (names of representatives are reported on Form G, see Appendix C). Departmental faculty members serve staggered three-year terms, with the initial length of the terms to be determined by the CRC. The two appointed faculty members serve a term of one year, but may be reappointed on an annual basis, not to exceed three consecutive years. Elected CRC representatives are not eligible to serve on the Committee on Promotion and Tenure Appeals during the same year. A faculty member cannot actively serve on the CRC during a year in which he/she is being considered for promotion. Other instances will be referred to the Senior Vice Chancellor for Academic Affairs.

3.2.4 Professor Emeritus

CURRENT LANGUAGE

PROCEDURE: The department chair and associate dean, with the concurrence of the dean of the college or school and upon notification of the faculty member, recommend to the Faculty Promotion and Tenure Committee and/or Senior Vice Chancellor for Academic Affairs that emeritus status be conferred., a recommendation from the Faculty Promotion and Tenure Committee and/or Senior Vice Chancellor for Academic Affairs is then forwarded to the Chancellor, who acts upon the recommendation and advises the faculty member, department chair, associate dean, dean, and Senior Vice Chancellor for Academic Affairs.

Proposed Version 8-13-16

3.2.4. Professor Emeritus

To bring policy in line with practice.

PROPOSED LANGUAGE

PROCEDURE: The immediate supervisor, with the concurrence of the dean of the college and upon notification of the faculty member, recommend to the College Review Committee that emeritus status be conferred. If approved, a recommendation from the College Review Committee is then forwarded to the University Review Committee and then to the Senior Vice Chancellor for Academic Affairs. If approved, the recommendation is then forwarded to the Chancellor, who, as the final approving authority for such appointments, acts upon the recommendation and advises the faculty member, immediate supervisor, dean, and Senior Vice Chancellor for Academic Affairs.

- **Finance Committee, Honorable John Harrison**

Mr. Harrison reported that the Finance Committee met on July 6 with a majority of members in attendance in addition to a couple of other Board members. He commended Dr. Bookout and his staff for putting together the budget. Mr. Harrison stated that the committee looked at ways of increasing revenue, yet there was not opportunity to increase enough revenue. The committee had to make some deep cuts as was previously discussed in May. He added that in the budget Dr. Bookout is prepared to present, the Finance Committee did what was necessary to move toward a 2016-17 balanced budget. During the Finance Report, Mr. Harrison said that at the September Retreat there will be discussion on a reserve funds policy.

- **Financial Report-Dr. Jim Bookout**

Dr. Bookout began by recognizing his staff members for their outstanding work in preparing the proposed budget each year. He began by stating that in FY 2015 audit results “the University’s financial position remained strong with a positive change in net position for the fiscal year ended September 30, 2015. The University minimized tuition increases by initiating budget reductions, hiring freezes, and other measures to address shortages in resources. The University’s proactive stance has helped to mitigate the impact of financial shortfalls in state funding and other external sources.”

Dr. Bookout reported that for five consecutive years the audit results have yielded zero reportable findings.

Dr. Bookout provided a comparison for 2015 and 2016 year-to-date budget to actual results for the third quarter. He noted that we have done well in tracking our projected tuition and fee revenue. Expenses are being held close to last year’s level with not many anomalies. Dr. Bookout added that the year is looking good so far.

In regard to revenue considerations for 2017 and looking at state appropriations for the total budget, a comparison over the last four years of the revenue budget has been pretty much constant in appropriations. Dr. Bookout reported that tuition increases and state appropriations have allowed us to generate sufficient resources to keep the budget level.

Dr. Bookout shared several scenarios on 2017 revenue considerations and operating budget numbers. A handout was provided to Board members with a breakdown of the budget numbers as referenced in his report.

- **Resolution No. 4-Approval of the Budget for FY 2017**

Following Dr. Bookout’s report, Mr. Harrison made a recommendation on behalf of the Finance Committee that met on July 6th to propose Resolution No. 4 for consideration. He noted that if there is any change in the budget that is a significant deviation in regard to the approved budget that results in 10% or higher then it will come back before the Board before any changes are made.

ACTION: MR. HARRISON MADE A MOTION BASED UPON THE RECOMMENDATION OF THE FINANCE COMMITTEE THAT THE BOARD APPROVE RESOLUTION NO. 4 WHICH FOLLOWS. WITH A SECOND FROM MR.

OWEN, THE CHAIR OPENED THE FLOOR FOR DISCUSSION. AT THIS TIME, MR. JOHNSON POSED THE QUESTION WHICH HE SAID MAY BE BETTER DISCUSSED AT A WORKSHOP OR RETREAT. HE SAID THERE SEEMS TO BE A VAST DIFFERENCE IN WHAT TROY UNIVERSITY RECEIVES FROM THE STATE OF ALABAMA AND WHAT OTHER INSTITUTIONS IN THE STATE RECEIVE. MR. HARRISON RESPONDED TO MR. JOHNSON'S QUESTION. MR. JOHNSON SUGGESTED THAT AT THE RETREAT THAT THE BOARD ESTABLISH A COMMITTEE TO COME UP WITH A PLAN TO CONTINUE TO ADDRESS EQUITY. SENATOR DIAL PROVIDED A BRIEF SUMMATION FOR MR. JOHNSON AND REPORTED THAT THERE HAVE BEEN MEETINGS WITH THE GOVERNOR. THE UNIVERSITY HAS HAD SUPPORT FROM THE GOVERNOR IN PAST YEARS HE HAS INCLUDED AN EXTRA \$5M IN HIS BUDGET FOR THE UNIVERSITY. WHEN IT REACHES THE LEGISLATURE, WE TRY TO MAINTAIN THAT AMOUNT AND HAVE RECEIVED ONLY A PORTION OF THE \$5M EACH YEAR ABOVE AND BEYOND THE ALABAMA COMMISSION ON HIGHER EDUCATION FORMULA. SENATOR DIAL ADDED THAT THIS HAS BEEN AN ONGOING PROCESS EACH YEAR. SGA PRESIDENT MS. MELTON POSED THE QUESTION TO THE BOARD ABOUT THE LEVEL OF IMPACT HIGHER EDUCATION DAY HAS IN REGARD TO FUNDING ISSUES. SENATOR DIAL RESPONDED SAYING THAT HIGHER EDUCATION DAY DOES HAVE A POSITIVE IMPACT ON THE LEGISLATURE AND HE ENCOURAGED CONTINUED PARTICIPATION OF STUDENTS IN THE EVENT. FOLLOWING DISCUSSION, SENATOR DIAL CALLED FOR A VOTE ON RESOLUTION NO. 4. RESOLUTION NO. 4 WAS ADOPTED BY THE BOARD.

Resolution No 4—Approving the Fiscal Year 2017 Budget

WHEREAS, the administration of Troy University has developed and recommended the **Troy University budget** for FY 2016-2017; 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 2016; and

THEREFORE, BE IT RESOLVED by the Board of Trustees on the 22nd day of July 2016 that the budget for 2016-2017 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 that the Board of Trustees will be notified when substantial changes are made or there is a significant deviation from the approved budget that results in an increase of ten percent (10%) or higher; 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.

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

Mr. Higgins reported that the Student Affairs Committee has two presentations today enrollment and new student recreation center.

- **Enrollment Report-Dr. John Dew**

Dr. Dew shared a handout capturing a headcount enrollment analysis. It was noted that last year when the university wrapped up the total full-time enrollment the bottom line was 12,485 and for this year we are down slightly at 12,422. In terms of the part-time students the 2014-2015 figures reflected 11,552 and for 2015-2016 the numbers are at 10,184, a drop of

11.84. However, the overall numbers show a 5.95% drop in headcount. In terms of credit hour production (CHP), the numbers for the entire year showed 406,176 for 2015 to 395,258 for 2016—a decrease of 2.69%.

A breakdown of the numbers shared by Dr. Dew follows:

Fall Semester 2015

- ✓ Undergraduate and Graduate CHP up on the Troy Campus—9% increase
- ✓ Montgomery, Phenix City & Dothan—all down in undergraduate and graduate CHP
- ✓ Online—down 4,000 credit hours
- ✓ Overall CHP down 3%
- ✓ Fall 2014 was down 5%
- ✓ Fall 2013 was down 8%

Spring Semester 2016

- ✓ Undergraduate and graduate CHP up on the Troy Campus
- ✓ Dothan, Montgomery and Phenix City—undergraduate CHP down, but graduate CHP steady or up
- ✓ Online—down 10,000 credit hours
- ✓ Overall—CHP down 2%
- ✓ Spring 2015—CHP down 6%
- ✓ Spring of 2012—CHP down 8%

Dr. Dew also provided a recruitment update for fall 2016 for undergraduate and graduate. In undergraduate the total applications admitted for fall 2016 was 6,721 and the graduate total numbers of applications admitted was 1,343. In our recruitment efforts, Dr. Dew advised that we have developed a strategy to continue:

- ✓ To increase full-time residential students at Troy Campus (all-time high last fall—7,469)
 - Full-time recruiters added in Mobile and Birmingham
 - Engage Florida locations in recruiting full-time students in high schools
 - Increase international students by more contact overseas
- ✓ To stabilize part-time/full-time students at Dothan, Montgomery, Phenix City
 - Expand graduate program—Masters in Social Work—MSM
 - Develop capacity for international students
 - Emphasize TROY for Troops
 - Montgomery media campaign
- ✓ To stabilize and increase online students
 - New website—online.troy.edu
 - Increasing Memorandum of Understanding agreements—relationships with companies
 - Relocating some recruiting centers for more visibility to community colleges
 - Launched a new retention initiative for online students
- ✓ To increase military student enrollments
 - Military spouse/dependent scholarships
 - Quarterly outreach to Education Services Officers
 - Shifting emphasis at Fort Campbell & Fort Bragg to TROY for Troops
- ✓ To increase overseas international students
 - Growth at our new partner location in Malaysia

Mr. Higgins thanked Dr. Dew for his report and added that he likes seeing the enrollment numbers presented by the last three years by campus, online students and international students. This will give a clear picture of our enrollment trends. He added it would be helpful to also see how other institutions are doing. Dr. Dew responded that he will work on presenting these facts in the format requested.

○ **New Student Recreation Center Report-Drs. Bookout/Dew**

Dr. Bookout stated that he and Dr. Dew co-chair the new student rec center project. He provided an explanation as to why the plan is to demolish Sartain. He said that several years ago an engineering study was completed on the facility and out of the study came a recommendation that if we wanted to expand the facility into a full-size student wellness and rec facility it would cost about \$19M to do so. Mr. Higgins referenced back to comments previously shared by a

couple of Board members in regard to Sartain and clarified to Dr. Bookout that the question was as to whether a portion of Sartain was usable. In response, Dr. Bookout shared several areas in Sartain that would lend it to being unusable. Although we are not in the designing phase, Dr. Bookout shared further highlights in regard to several preliminary concepts.

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

Mr. Owen called upon Mr. Jeremy McClain, Athletics Director, to share an overview of the Athletics Strategic Plan 2016-2020.

- **Presentation of Athletics Strategic Plan-Mr. Jeremy McClain**

Mr. McClain shared a draft version of the strategic plan asking each Board member review and share their input with him. Mr. McClain advised that "listening sessions" which began with the Board of Trustees along with others were held over the course of spring. From those sessions, the following focus areas were identified: Academic Excellence, Athletic Excellence, Student-Athlete Welfare, Compliance/Diversity/Gender Equity, Stewardship, Revenue Generation, Fan Engagement, and Athletic Facilities.

Mr. McClain shared the following Mission and Vision Statements that are part of the Strategic Plan.

Mission Statement

The Troy University Athletics Department will strive to educate, support, and equip our student-athletes for success on the field, in the classroom, and in life. As an integral part of the University, the athletics program will operate with fiscal responsibility, integrity, and a focus on competing at a championship level, which will instill pride in the entire TROY family.

Vision Statement

To be a premier FBS program, providing our student-athletes and our staff with the resources to be successful in all areas.

Mr. McClain elaborated on all of the Focus Areas and responded to comments from Board members. He reiterated that the plan shared today in a draft and encouraged everyone to provide their input. Target date for release of the Strategic Plan will be prior to the start of the football season.

Senator Dial thanked Mr. McClain for the presentation.

V. New Business

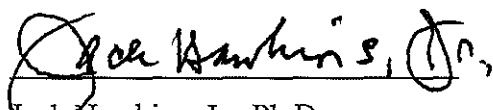
As a follow up to Mr. Owen's comments earlier in the meeting about the Board trip to a football game, following discussion the Board voted to consider the Board trip the same date as the Retreat—Sept. 23-24. However, Senator Dial noted that should any Board member want to go on a trip with the team, they are asked to notify Tom Davis in the Chancellor's Office.

ACTION: Mr. Johnson made a motion to accept the Board trip as the date of September 24 during the scheduled retreat. A second was provided by Mr. Nailen and the motion passed.

VI. Adjournment

Before calling for adjournment of the meeting, Senator Dial recognized Board member's spouses in attendance: Mrs. Annette Owen and Mrs. Faye Dial

ACTION: ON A MOTION BY MR. HIGGINS, WITH A SECOND FROM MR. OWEN, THE BOARD AJOURNED AT 4:35 P.M.



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



Gerald Dial
President pro tempore,
Board of Trustees
Troy University