Troy University

2020-2025 Strategic Plan
2020 FALL UPDATE

Troy University
2020-2025 Strategic Plan
Update Fall 2020
Executive Summary

1. **RECRUITMENT**

   Troy University continues to look to its future by always placing importance on recruiting students. In the fall of 2020, key accomplishments in the Enrollment office included:

   a. 1,204 new applications were submitted for the upcoming Fall 2021 semester, which represents a 20.7% increase over previous fall application submittals.

   b. 529 new applications were submitted from the May(114) and November(415) military recruiting events. These military recruiting events represent a new initiative to recruit our military students and will be tracked against enrollments moving forward.

   c. The Chancellor's scholarship conversion rate increased to 86%, and the Troy Legacy scholarship conversion rate increased to 96%. These increases are attributable to the new packaging of scholarships for our students.

   d. There were 103 Troy Legacy scholarships transmitted and 209 Chancellor's scholarships transmitted representing a net new enrollment count of 312.

   The Academics and Marketing offices play a supporting role in how the Enrollment office presents Troy University. Their efforts this fall show Troy University's prospective students the best we have to offer. Their work has included:

   a. A proposal from Academics to ACHE regarding One Academic Inventory for TROY.

   b. Selection of new marketing firms, Intermark and VisionPoint, to present TROY in a way that will engage and gain interest to enroll prospective students.

   c. A planned launch of the new advertising campaign set for the spring of 2021.

   Troy University will need to continue to look for ways to raise funds for endowment scholarships and keep our tuition affordable. The work done by the offices of Development and the Budget are as follows:

   a. Continue to educate TROY's alumni and donors about the importance of our endowed student scholarships. Since August, 2020, six new endowments have been added totaling more than $462,000. Also, two new legacy scholarships, to memorialize the donors upon their death, have been added totaling $325,000.

   b. A detailed comparative analysis indicates that TROY's tuition remains competitive, and in some cases, is on the lower end of the cost scale. Of the thirteen public universities in the state of Alabama, Troy's cost of attendance is below all others except Auburn University at Montgomery.

   c. To date, 541 foundation scholarships have been awarded for the Fall 2020 incoming class.

2. **RETAIN**

It is only in retaining our students that we can achieve success at TROY, which is graduating our students. There has been increased focus on student retention and the need to address the students' needs to achieve that goal. The following addresses what is taking place to achieve these goals:

    a. Provide part-time students with more assistance at the Dothan, Montgomery, Phenix City, and TROY Online campuses.

        i. This includes a student success center at each location with particular emphasis on part-time, at-risk students who may be struggling and have been placed on academic probation.

            1. Students served at each location for Academic Year 19/20 compared to AY 20/21 as a percentage comparison.

                a. Dothan - 23% decrease from 19/20 AY due to COVID
Students served – 19/20 AY – 927 vs. 20/21 AY – 734

                b. Montgomery – 19/20 AY (only data available)
Students served - 19/20 AY – 2,013. The AY number does not reflect students tutored (number not provided).

                c. Phenix City - 36% decrease from 19/20 AY due to COVID.
Students served – 19/20 AY – 1,523 vs. 20/21 AY – 1,060

        ii. The development of the new Bachelors of Interdisciplinary Studies (BIS) degree allows students to use credits earned toward the degree. Over 100 TROY Online students are enrolled in the major. The three Alabama campuses also offer the BIS major. By allowing students who have attended many universities to combine their already earned credits toward a degree, many are more easily able to complete this degree program with Troy University.

    b. The Troy JWS Student Success Center continues to develop strategies to engage with students in developmental classes for those who need tutoring support. Both the tutoring and the developmental classes help TROY students in courses and keep students enrolled. The Troy Campus Learning Center focuses a considerable amount of tutoring time-on-task (40-50%) in support of students in developmental Math (3) and English (2) classes.

        i. TROY 0095 is a course developed for students who are enrolled in developmental courses offered by TROY. Before Fall 2018, the course was not required for students in developmental courses. In the fall of 2018, a policy was developed whereby students enrolled in multiple developmental courses are required to take TROY 0095.

            1. (Not Required) Fall 17 – Fall 18 – 726 enrolled with a 67% retention
Fall 17 – Fall 19 – 548 enrolled with a 51% retention

            2. (Required)   Fall 18 – Fall 19 – 771 enrolled with a 70% retention

The Enrollment office continues to offer Foundation and Merit-based scholarships to highly qualified students:

a. New advertising has been developed for both the Foundation and Merit-based scholarships.
b. A new tracking platform, Academic Works, allows the University to track offered and transmitted awards of both scholarships.

Scholarship	Accepted to Transmitted
Chancellor's	86%
Trojan Leadership	84%
Troy Legacy	96%
Transfer Merit	66%
Trojan Opportunity	85%
Scholars Tier II	90%
Scholars Tier I	79%
Sunshine Scholars	84%
Online Transfer	83%

Marketing and Communications are targeting to improve retention by:
a. Creating content on social media that creates a sense of pride and family among the Trojan community. A few of the social media highlights are:
    i. "Home Sweet Troy" posts on Facebook
    ii. "How it Started" to "How it's Going" on Twitter
    iii. Posts regarding the naming of the John Robert Lewis Hall on Facebook, Instagram, and Twitter
b. Working with the new marketing and research team to increase the visibility of TROY's high-quality programs and overall academic reputation.

3. GRADUATE OUR STUDENTS

Our students' completion of a TROY degree program is the measure of success of our institution. The institution completed the following in the fall of 2020 to ensure TROY provides our students with the tools needed to succeed:
a. A new advisement model was started that expands the use of professional advisors. TROY's online learning has identified five key Academic Services Associates that have been recommended to serve as professional advisors for online learning.
b. TROY's online learning uses the CRM Advise automatic emailing and texting system to contact students who have stopped-out or dropped-out within the last 12 months. The retention generated from the Active Not Registered (ANR) program is 1,080 reenrolled students with tuition from those students of $1.5 million. For students currently registered in the previous terms, the Registration Reminder (RR) calls generated 5,222 student registrations and $10.3 million in tuition.
c. The JWS Student Success Center is using advising protocols for first- and second-year students to help students complete their degree. The TRIO program, Student Success Centers at each Alabama campus location, and the TROY Online teams work with at-risk students with classes and advising questions.

4. INTERNATIONALIZATION & DIVERSITY

The TROY commitment to Internationalization has been strong. The COVID-19 pandemic has caused a shift in our approach, yet TROY remains committed to this goal. The following are accomplishments from the last semester:

    a. TROY started its first cohort of 16 students in the Global Leadership PhD. program in the fall of 2020 and have added a second cohort of 19 students in spring 2021.

    b. New proposals from the Marketing and Creative Services team have been requested in order to find new International marketing materials for TROY's programs to international students such as students residing in India. The goal is to have an advertising campaign launched by March of 2021.

    c. The new Quality Enhancement Plan (QEP), which is focused on internationalization, has a faculty and staff training program that will launch in the spring of 2021. The training program will prepare the faculty and staff to address internationalization issues in a consistent, informed approach.

2020 Fall Update

Vision 2020-2025

Description:

The University will increase student access to higher education by providing programs that offer on-campus and on-line capabilities as well as programs that are offered in blended format, with a goal of increasing enrollment on the traditional Troy campus to 8,000 students by 2022 with the new student growth of 2% in its fall-to-fall comparison of new enrollments. Our intent is to regain momentum in our 14 county service areas plus growth areas of greater Birmingham, Mobile, Baldwin County plus Florida Panhandle.

1. RECRUITMENT

Description :

The University will increase student access to higher education by providing programs that offer on-campus and on-line capabilities as well as programs that are offered in blended format, with a goal of increasing enrollment on the traditional Troy campus to 8,000 students by 2022 with the new student growth of 2% in its fall-to-fall comparison of new enrollments. Our intent is to regain momentum in our 14 county service areas plus growth areas of greater Birmingham, Mobile, Baldwin County plus Florida Panhandle.

2. RETAIN

Description :

Academic and administrative units will enhance their efforts to serve students in ways that improve retention and persistence to graduation with a goal of increasing overall retention by one percent annually as measured by fall-to-fall enrollments.

3. GRADUATE OUR STUDENTS

Description :

TROY will aggressively ensure that its academic programs enable students to earn degrees that are relevant to the market and social needs of the State of Alabama and the communities where students reside. Our goal will be maintaining the total number of graduates at the spring 2020 level over the next five years and achieve a 50% six-year graduation rate over the next five years.

4. INTERNATIONALIZATION & DIVERSITY

Description :

In the face of a worldwide pandemic, Troy University will hold fast to its identity as Alabama's International University and its sustained commitment to diversity through these actions.

1.a. Attracting more regional students to our beautiful campuses and excellent online programs.

Responsible Users: Buddy Starling (bstar@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

1. Applications Submitted (compared to prior recruitment cycle)
2. New Starts (compared to prior recruitment cycle)

2020 Percentage completion: 25

Fall 2020 Semester Update:

Fall Open House proved to be a very successful event and was the primary recruitment event hosted for Fall 2020. Intended to generate prospect interest for Terms 21/T3 through 21/T2 and Fall Semester 2021, the event produced a total of 1204 applications, which was a 20.7% increase over the prior Fall event.

Applications were distributed among the following start terms:

21/T3 -- 41%   Fall 2021 -- 26%   21/T1 -- 11%   Spring 2021 -- 11%   21/T4 -- 4.8%   21/T2 -- 1%

Another very successful event hosted in November 2020 was Military Family Appreciation Month, producing 412 applications for admission.

As of this update:

21/T3 applications even with 20/T3

20/FA applications down 8% -- acceptances up 12%

1.b. Unify the course inventory under ACHE to provide more options for our students.

Responsible Users: Mary Anne Templeton (mtempleton@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:
1. Submission of proposal to ACHE for one inventory
2. Approval by ACHE
3. Changes made to internal systems

2020 Percentage completion: 45

Fall 2020 Semester Update:

The proposal for the One Inventory has been provided to ACHE (see attached proposal). This proposal should be voted on by the full commission at the March 2021 meeting, although this is tentative. Prior to submission of the proposal, internal needs were evaluated and solutions to internal issues were determined (see attached internal needs document). Following approval, the key stakeholders will meet to determine the full implementation timeline.

Attached Files
📄 Proposal to Move to One Academic Inventory.docx
📄 Internal Needs for One Inventory.docx

1.c. Increasing the visibility of our high quality academic programs.

Responsible Users: Samantha Johnson (johnson@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Troy University's office of Marketing and Communication has engaged the Stamats firm, an expert in higher education marketing and research, to conduct market analysis in three-year intervals to evaluate awareness and favorability of TROY across various target audiences and locations. The most recent reports of 2014 and 2017 highlighted key performance indicators (KPIs) of overall awareness at 69% and 67% and favorability at 97% and 95%, respectively. Because these KPIs indicate stability and probable audience saturation, projections for Stamats assessment of audience penetration for TROY 2020 are 67-69% for overall awareness and 95-97% for overall favorability.

2020 Percentage completion: 60

Fall 2020 Semester Update:

The Fall 2020 Statmats report highlighted key performance indicators (KPIs) of overall awareness at **69%** and favorability at **97%**, showing TROY's performance ratings slightly increasing in 2020 from 2017.

As projected, prospect awareness and perception of TROY academics remains positive.

Efforts taken to achieve this visibility of TROY's high-quality academic programs include:

- Dedicated website program pages for every undergraduate and graduate program offered at Troy University – www.troy.edu/academicprograms
- Unique print collateral in the form of viewbook inserts for every undergraduate and graduate program offered at Troy University
- Troy University's office of Marketing and Communication issued a request for proposal (RFP#20-005) for Marketing and Creative Services in 2020 with a primary goal to launch a renewed and enhanced advertising campaign during AY2020-2021 that engages student prospects likely to be interested in TROY in new and creative ways including owned media tactics.

  Intermark Group of Birmingham, Alabama was awarded Agency of Record (AOR) designation as a result.

  VisionPoint Marketing of Raleigh, North Carolina was awarded web/digital agency partner as a result.

  The launch of Troy University's new advertising campaign remains on track to premiere Spring 2021.

  The following steps have been accomplished with this goal in mind.
  - RFP awarded: February 2020

  - Deep dive / research completed: June 2020

  - Strategic positioning (system one) defined: August 2020

  - Creative concept approved: November: 2020

1.d. Increasing Study Abroad opportunities

Responsible Users: Lance Tatum (ltatum@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion:

Fall 2020 Semester Update:

Due to the worldwide pandemic, all study-abroad activity has been suspended beginning February 2020 through July 2021.

1.e. Increasing internships through engagement with business leaders and alumni to provide these opportunities across all disciplines and globally.

Responsible Users: Lance Tatum (ltatum@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion:

Fall 2020 Semester Update:

Deans, Department Heads and the Office of Career Planning are all engaged in developing and implementing internship opportunities for students in all academic majors. However, the pandemic has slowed progress in expanding on the current internship activity due to business restricting or suspending internships.

1.f. Identifying and working with successful alumni and empowering them with the tools and messages they need to act as successful recruiters of excellent students.

Responsible Users: Faith Ward (fward@troy.edu), Walter Givhan (wgivhan@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

1) Using Alumni Board members and chapter presidents as successful recruiters of students, we arm them with a leadership manual giving them tips on successful student recruitment.

2) This Leadership manual is posted on the Alumni website so that other alumni interested in helping recruit students can also use it as a resource.

3) Several times each year we have an Alumni Leadership Conference and we have guests speakers such as Buddy Starling, Tiffany Schmidt and Lauren Cole to teach our alumni how to successfully recruit students.

4) Have successful alumni speak/give awards at high school events

2020 Percentage completion: 100

Fall 2020 Semester Update:

We had an Alumni Leadership Conference fall semester to help arm our Alumni Board and Chapter Presidents with tools to help in recruitment.

1.g. Repackaging scholarships to compete in large markets and begin assessment of effectiveness in Fall 2020.

Responsible Users: Malerie Hill (mahill@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

The effectiveness of these newly packaged scholarships will be measured by assessing the conversion rate between students that accepted a merit based award and enrolled. In addition, we have collaborated with Financial Aid to send out estimated award offers shortly after the application for the FASFA has opened.

2020 Percentage completion: 20

Fall 2020 Semester Update:

The new scholarship package was approved and implemented in September of 2019. The awarded students began Troy in the Fall of 2020. This new and more attractive scholarship package has been advertised using multiple marketing channels including social media, email marketing and print media. In addition, the scholarship section of our website was updated.

In year's past, a financial aid estimate did not exist and students were not given any estimated cost for attending Troy until they received an actual financial aid offer sometime between March and May. We are hoping sending this to students sooner can help them anticipate and plan for their college education.

We will continue to assess the effectiveness by comparing year to year data. Below are the conversion rates based off fall 2020 enrollment.

Scholarship	Accepted to Transmitted
Chancellor's	86%
Trojan Leadership	84%
Troy Legacy	96%
Transfer Merit	66%
Trojan Opp *	85%
Scholars Tier II	90%
Scholars Tier I	79%
Sunshine Scholars	84%
Online Transfer	83%

1.h. Improve conversion rate of enrolled scholarship recipients to 92%.

Responsible Users: Malerie Hill (mahill@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

In order to improve the conversion rate of enrolled scholarship recipients we have repackaged scholarships that allow us to compete in large markets and have collaborated with Financial Aid to send out estimated award offers shortly after the application for the FASFA has opened.

2020 Percentage completion: 20

Fall 2020 Semester Update:

The new scholarship package was approved and implemented in September of 2019. The awarded students began Troy in the fall of 2020. This new and more attractive scholarship package has been advertised using multiple marketing channels including social media, email marketing and print media. In addition, the scholarship section of our website was updated. In addition to the merit based scholarship package students are offered, we also attempt to add supplemental monies where needed through foundation scholarships and federal aid.

The upcoming AY's Financial Aid Estimate was sent out to admitted students for 21/FA on December 9, 2020, which is well ahead of the current AY's date of February 19, 2020.

Conversion rates based off fall 2020 enrollment.

Scholarship	Accepted to Transmitted
Chancellor's	86%
Trojan Leadership	84%
Troy Legacy	96%
Transfer Merit	66%
Trojan Opp	85%
Scholars Tier II	90%
Scholars Tier I	79%
Sunshine Scholars	84%
Online Transfer	83%

1.i. Distributing financial aid award estimates (FAFSA) in early Fall when FAFSA posted.

Responsible Users: Angela Johnson (ajohnson@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Students can file FAFSA on October 1st each year for the following academic year. The university wants to get an early aid estimate to new students. The Financial Aid Office and Admissions office coordinate offered institutional scholarships with Title IV aid.The Financial Aid Office will process estimates for new Troy University students for the upcoming academic year.The Admissions Office will email students to inform them of their financial aid estimates.

2020 Percentage completion: 95

Fall 2020 Semester Update:

Estimates were sent on 12/9/2020.

1.j. Leveraging integrated and owned university media across the spectrum to achieve sustained communication linkage with prospective students from expressed interest to enrollment.

Responsible Users: Matthew Clower (mclower@troy.edu), Samantha Johnson (johnson@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Troy University's office of Marketing and Communication issued a request for proposal (RFP) for Marketing and Creative Services with a goal to integrate and leverage TROY communication channels to achieve sustained engagement with prospective students from expressed interest to enrollment.

VisionPoint Marketing of Raleigh, North Carolina, was awarded as TROY's web/digital/down-funnel partner and Intermark Group of Birmingham, Alabama was awarded Agency of Record (AOR) designation as a result.

As experts in higher education and integrated down-funnel (expressed interest to enrollment) communication strategists, VisionPoint partnered with TROY Marketing and Admissions to operationalize paid digital retargeting through Intermark Group by Fall 2020, to launch internal drip communications to Recruit CRM prospects by Spring 2021, and to overhaul TROY's direct mail drip messaging by Summer 2021 following a new advertising campaign launch this Spring.

2020 Percentage completion: 40

Fall 2020 Semester Update:

Paid digital retargeting began this fall as a collaborative effort with the help of Marketing, Admissions, IT, VisionPoint and Intermark and continues as a manually scheduled tactic.

The launch of Troy University's new advertising campaign remains on track to premiere Spring 2021. Drip email communications have begun as manually triggered sends following IT granting Recruit CRM access to VisionPoint experts. Efforts continue to automate for sustained engagement. Direct mail drip to all prospects continues with TROY's partner in GreenTree Marketing with manual list pulls from Admissions. Print assets are under review for a campaign refresh to come this Summer.

1.k. Launching a renewed and enhanced advertising campaign that targets key student groups likely to be interested in TROY in new and creative ways that are supplemented by owned media.

Responsible Users: Samantha Johnson (johnson@troy.edu), Buddy Starling (bstar@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Troy University's office of Marketing and Communication issued a request for proposal (RFP#20-005) for Marketing and Creative Services in 2020 with a primary goal to launch a renewed and enhanced advertising campaign during AY2020-2021 that engages student prospects likely to be interested in TROY in new and creative ways including owned media tactics.

Intermark Group of Birmingham, Alabama was awarded Agency of Record (AOR) designation as a result.

Because of these actions and executive leadership's renewed financial and operational commitments to support the new AOR partnership, projections for the launch of TROY's new advertising campaign is set for Spring 2021.

2020 Percentage completion: 65

Fall 2020 Semester Update:

The launch of Troy University's new advertising campaign remains on track to premiere Spring 2021.

The following steps have been accomplished with this goal in mind.

- RFP awarded: February 2020

- Deep dive / research completed: June 2020

- Strategic positioning (system one) defined: August 2020

- Creative concept approved: November: 2020

- Creative concept focus group validated: January 2021

- Strategy and creative concept stakeholder sessions completed: February 2021

- Creative production began: March 2021

1.l. Enhancing alumni efforts to identify, recruit and enroll new students to create an Alumni base that will facilitate recruitment and enrollment.

Responsible Users: Faith Ward (fward@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Alumni chapter presidents raise money to give to local students for scholarships. This is a requirement of our Alumni chapters. These scholarships help recruit good students to TROY.

The Alumni Board of Directors also raises money to endow scholarships and add dollars to existing scholarships. These scholarships also help recruit good students and retain them as well as our Alumni scholarships are good for four years as long as that student maintains their grades.

2020 Percentage completion: 100

Fall 2020 Semester Update:

All of our chapters awarded scholarships for Fall 2020 equaling approximately $150,000.00 in scholarships. The Alumni Association gave 28 Alumni scholarships and book scholarships for Fall 2020 totaling approximately $100,000.00. They also completed funding of a $50,000.00 scholarship endowment.

1.m. Develop, launch and assess Adult Student Admissions with intent to grow adult learner population.

Responsible Users: Alicia Bookout (abookout@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Assess success of adult student admissions policy by comparing 2019 adult student enrollments with 2020 adult student enrollments to determine if increase in this student market was achieved.

2020 Percentage completion: 90

Fall 2020 Semester Update:

Adult Student Admissions policy was created. reviewed and approved for implementation in Fall 2020. The appropriate admissions changes were included in the Fall 2020 Undergraduate catalog.

1.n. Achieve 12% annual increase in adult and non-traditional students for on-line graduate programs.

Responsible Users: Buddy Starling (bstar@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

New Starts - compared to previous term

2020 Percentage completion: 20

Fall 2020 Semester Update:

Major emphasis on standardizing graduate web pages with recruitment language, feature alumni, and career placement information. Additional graduate webinars planned for Spring 2021 in attempt to achieve 12% increase Fall 21 over Fall 20.

1.o. Retention success in Dual Enrollment and Home-schooled programs.

Responsible Users: Korrie Lynn James (kljames@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Maintain or increase number of courses being enrolled in by homeschool students. This may include "private" schools such as The Cottage School, which is a school primarily for students who have disabilities. This may also include "private" schools who do not have affiliation with the Alabama Independent School Association (ie. New Life Christian Academy).

2020 Percentage completion:

Fall 2020 Semester Update:

Please reference attachment.

Fall 2020: 13 course enrollments

Term 1, 2020: 31 course enrollments

Term 2, 2020: 35 course enrollments (increase of 4 course enrollments)

Attached Files
📄 Fall 2020, Term 1, 2020, and Term 2, 2020.xlsx

1.p. Establish defined military enrollment metrics for off-campus locations (supports centers) to sustain and grow this targeted population.

Responsible Users: Buddy Starling (bstar@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Applications Submitted - By Branch and Military Installation (compared to previous recruitment cycle)

New Starts - By Branch and Military Installation (compared to previous recruitment cycle)

2020 Percentage completion: 22

Fall 2020 Semester Update:

Many efforts underway in specialized campaigns for military recruitment -- Military Appreciation Month (May 2020) - generated 114 applications ----- Military Family Month (November 2020) - generated 415 applications. Marketing assures a high level of geo fencing digital advertising around those military installations located in proximity to TROY Support Centers, as well as advertising in national military publications.

1.q. The next capital campaign will redouble the emphasis on raising funds to endow additional student scholarships.

Responsible Users: Rebecca Watson (bvwatson@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

On an annual basis, the Office of Development will have a focus on educating alumni and donors on the importance and significance of endowed student scholarships. By educating our alumni and donors, we anticipate increasing our endowed student scholarships through private philanthropy and grants each year from a goal of 10 per year to 12 per year.

We also plan to focus on endowed scholarships in our legacy giving. Each time a scholarship is endowed, we will ask the donor to make a legacy gift that will also provide financial support to the corpus of the endowment, providing a greater scholarship opportunity.

Additionally, we will provide new legacy donors information and options on creating additional future scholarship support by creating endowed scholarships through new legacy gifts. This would allow alumni and donors who might not have the funds while they are alive to create an endowed scholarship to TROY but want to leave a scholarship in memory of someone or as their own legacy. We have a goal of 3 legacy scholarship per year.

2020 Percentage completion: 50

Fall 2020 Semester Update:

Since August 1, 2020, we have six new endowed scholarships that collectively total $462,306.28 to be added to the TU endowment. Additionally, we have two Legacy Gift Scholarships ($325,000) that have been created to memorialize the donors upon their death.

1.r. TROY will continue its nationally recognized outreach to America's military personnel and their families at locations around the world.

Responsible Users: Buddy Starling (bstar@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Special Events, Advertising, On Base Visits, Recruiter Follow ups

2020 Percentage completion: 25

Fall 2020 Semester Update:

Much of this outreach will be included in the University's marketing plan and will be measured by prospect enrolling from the military affiliated audience.

1.s. Tuition and fees will be reviewed annually to maintain affordability and retain a competitive edge with peer universities.

Responsible Users: Tara Donaldson (donaldsont@troy.edu)

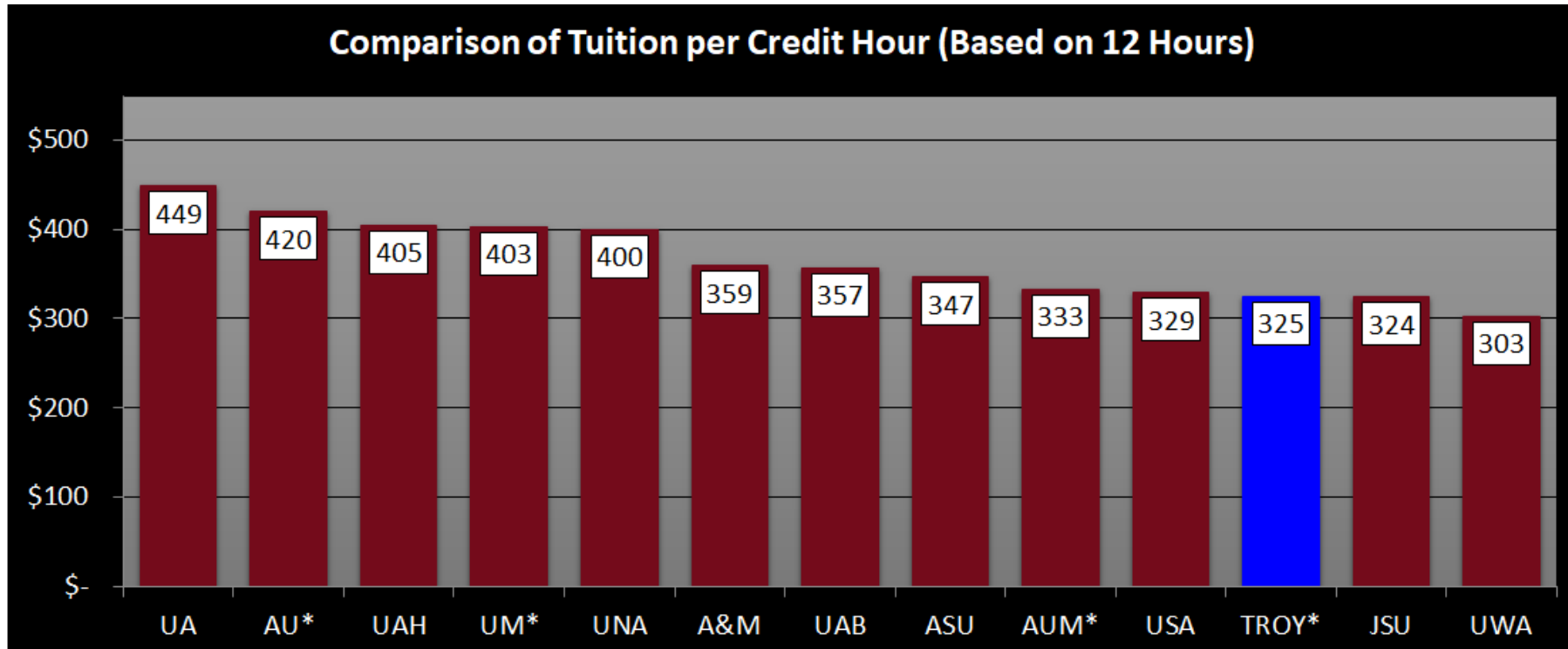**Start:** 08/01/2020

End: 07/31/2021

Performance Indicator:

On an annual basis, we will prepare a comparison of rates for undergraduate and graduate tuition compared with peer institutions with a goal of keeping TROY competitively ranked among peers. As responsible stewards, we strive to keep the lowest tuition rate possible while maintaining a high quality of education.
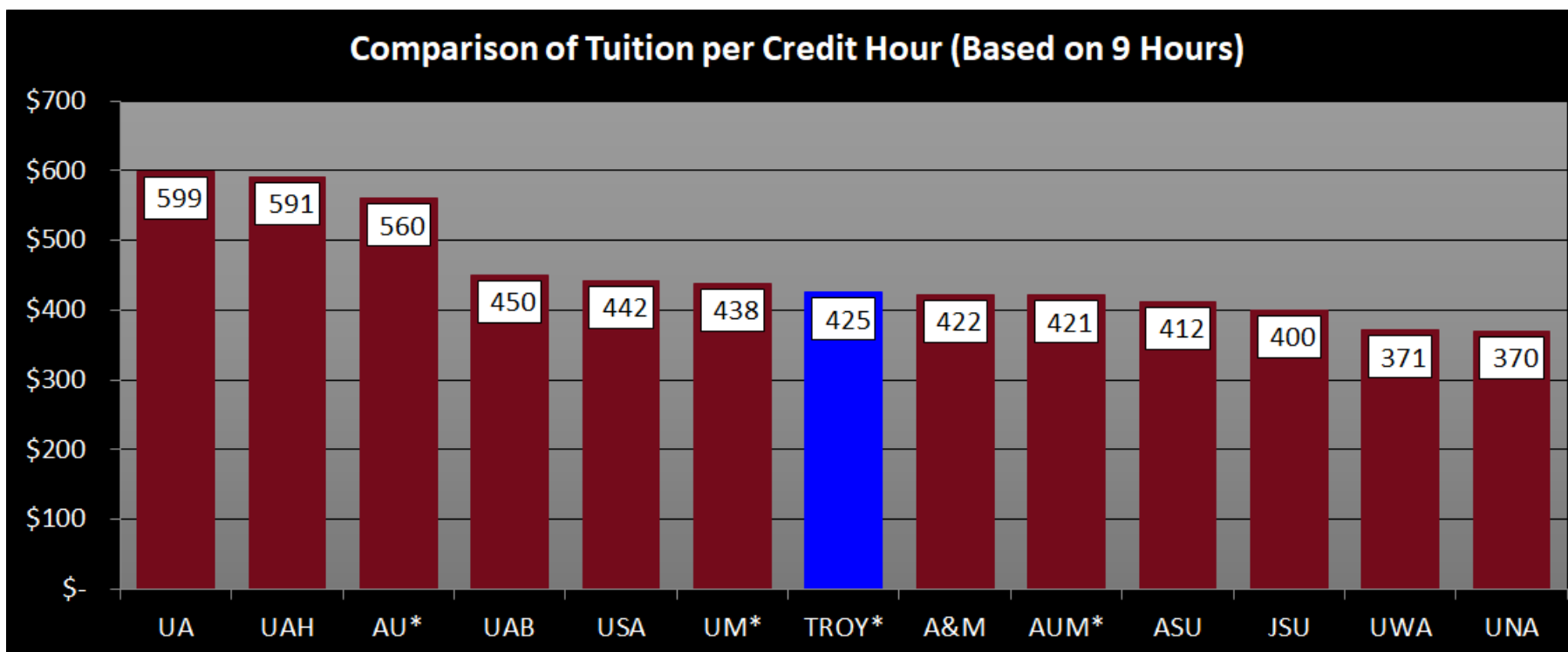
2020 Percentage completion: 100

Fall 2020 Semester Update:

A detailed review of revenue projections for 2020-2021 were shared with the Board of Trustees in May 2020. A comparison of tuition rates and cost of attendance was prepared as follows:

Comparison of Tuition per Credit Hour (Based on 12 Hours)

Institution	Tuition
UA	449
AU*	420
UAH	405
UM*	403
UNA	400
A&M	359
UAB	357
ASU	347
AUM*	333
USA	329
TROY*	325
JSU	324
UWA	303

GRADUATE

Comparison of Tuition per Credit Hour (Based on 9 Hours)

Institution	Tuition
UA	599
UAH	591
AU*	560
UAB	450
USA	442
UM*	438
TROY*	425
A&M	422
AUM*	421
ASU	412
JSU	400
UWA	371
UNA	370

The comparison of cost of attendance below adds an additional layer of detail geared towards assessing cost for first-time freshman living on campus as compared with our peers:

Rank	Institution	Tuition	Required Fees	Room & Board	Total Cost
1	University of Alabama	5,390	-	5,268	10,658
2	Auburn University	5,040	858	4,220	10,118
3	University of Alabama in Huntsville	4,865	144	4,985	9,994
4	University of Montevallo	4,836	809	4,011	9,656
5	University of Alabama at Birmingham	4,284	-	5,330	9,614
6	Alabama A&M University	4,305	707	3,761	8,773
7	University of West Alabama	3,640	945	4,175	8,760
8	University of North Alabama	4,800	360	3,485	8,645
9	Alabama State University	4,164	1,370	2,708	8,242
10	Jacksonville State University	3,888	700	3,605	8,193
11	University of South Alabama	3,948	250	3,900	8,098
12	Troy University	3,900	554	3,250	7,704
13	Auburn University at Montgomery	3,996	434	2,890	7,320

For all comparisons shown, TROY remains competitive and in some cases on the lower end of cost. Given the COVID-19 pandemic uncertainties and the $1.7 million increase in state appropriations for operations and maintenance for the 2020-2021 year ($57.9 million for FY2021 compared to $56.2 million for FY 2020), the Troy Board of Trustees approved a resolution in May 2020 to hold undergraduate and graduate tuition rates level.

Full report to the Board of Trustees Finance Committee provides more detail.

Attached Files
📄 2020-08 BOT 2021 Operating Budget - Finance Committee (354,228 CHP).pdf

1.t. TROY will retain and foster goodwill with its political constituents in showing good stewardship and student success.

Responsible Users: Marcus Paramore (marcus@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Build goodwill with elected officials and tell the TROY story to enhance funding opportunities.

Work with the Legislature and state & federal agencies to provide funding for programs and student success.

Work to increase TROY's share in the ETF Budget

2020 Percentage completion:

Fall 2020 Semester Update:

Visited with Area Delegation to get understanding of budget and economic forecast.

Legislative Session starts Feb. 2, 2021

2.a. Improving success among part-time students.

Responsible Users: Hal Fulmer (hfulmer@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Three main performance indicators should be used to measure part-time student success:

1. Retention of part-time students, semester/term to semester/term as well as annual retention
2. Progression of part-time students, annually and across years
3. Degree completion for part-time students and particularly time-to-degree data

2020 Percentage completion:

Fall 2020 Semester Update:

Preliminary data about part-time students has been included in the major report generated by the Enrollment-Retention Task Force. This report is included at the documents attachment below.

The Fall 2020 time period was preoccupied with strategies for institutional survival of the COVID-19 context, including continued operation as a University.

Significant assistance is provided to part-time students across all campus locations with special focus where part-time enrollment is highest: Dothan, Montgomery, Phenix City and TROY Online. Each campus has a success center, modeled after the John W Schmidt Center for Student Success on the Troy Campus. Particular attention has been paid, and considerable support has been offered, to part-time students in two major areas: 1) part-time students who are at-risk, are struggling academically, and/or are in a probation status due to longitudinal below-average academic progress; and 2) the use of the Bachelors of Interdisciplinary Studies degree for part-time students who are seeking degree completion pathways. Currently, there are over 100 active BIS majors in TROY Online as well as smaller numbers of this major at the three non-residential Alabama campuses.

Attached Files
📄 8.25.2020 Retention 2019 Report DRAFT.docx

2.b. Supporting students with developmental academic needs.

Responsible Users: Hal Fulmer (hfulmer@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

1. Progression of students who are placed into developmental studies courses to exit these classes in a timely fashion and with academic success
2. Commitment of University resources to support developmental studies students through effective advising and tutoring
3. Continued review and revision of developmental studies course content and delivery to promote content knowledge and learning strategies

2020 Percentage completion:

Fall 2020 Semester Update:

1. All students who have been placed in developmental studies classes and who have not yet successfully exited those classes are advised in the JWS Center on the Troy Campus
2. Developmental studies retention-progression-degree completion is tracked each semester by member of the JWS Center staff, including the Assistant Dean of Student Success
3. Assistant Dean of Student Success added the title of "Coordinator of Developmental Studies" to centralize data gathering, data analysis and strategic planning for developmental studies activities
4. All developmental studies students are required to complete these courses in each upcoming semester/term. These students are not allowed to "defer" the taking of the developmental studies classes.
5. Students who are placed into both developmental studies areas (Math and English) are required to take TROY 0095, a focused learning strategies course designed to supplement, and extend, their developmental efforts
6. The Troy Campus Learning Center focuses a considerable amount of tutoring time-on-task (40-50%) in support of students in the developmental Math (3) and English (2) classes. A baseline of Learning Center activities from 2017-2019 is included in the documents below. This baseline is important given all the contextual shifts beginning in the COVID spring of 2020

Attached Files
📄 LCOverview919.docx

2.c. Leveraging the talents of the faculty in mentoring students.

Responsible Users: Lance Tatum (ltatum@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion:

Fall 2020 Semester Update:

No formal activity at this time.

2.d. Enhancing scholarship support for promising students.

Responsible Users: Tiffani Schmidt (tnstephens@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

The new merit based scholarship program was released beginning fall 2020. We have worked and continue to work diligently to advertise the scholarship program as well as Foundation Scholarships to qualified students. The role that we play in the Office of Admissions is primarily for incoming students however, we meet often with current students who are performing well at TROY and need additional assistance. Due to our Academic Works Scholarship platform we have been able to actually track offered awards to transmitted awards, allowing us to utilize more Foundation Scholarships than we have in the recent 5+ years. Our performance will be reviewed by the transmittal rate of both merit and foundation scholarships compared year over year.

2020 Percentage completion: 75

Fall 2020 Semester Update:

We began offering merit awards to 2021 new students in September 2020 and will begin awarding Foundation Scholarships to both new and current students March 1 for the 2021 academic year. We are working to increase the offered to accepted to transmitted scholarship rate of all merit and foundation scholarships offered.

We will not be able to compare the new 2020 merit scholarship program to the 2021 merit scholarship program until census day in fall 2021.

Regarding Foundation Scholarships, this data was provided to Ronnie in February 2021 and the 2020-2021 numbers will not be finalized until after summer/T5 2021 because we continue to work to offer/award Foundation Scholarships through the entire academic year. We are on track to offer and transmit more Foundation Scholarships in 2020-2021 academic year than we did the 2019/2020 year.

TROY Foundation Scholarships			
Year	Offered	Transmitted	Transmitted Amount
2018/2019	614	564	$ 863,493.87
2019/2020	636	587	$ 899,536.40
2020/2021	621	557	$ 842,588.35

2.e. More closely monitoring the academic participation and progress of first-year and second-year students.

Responsible Users: Hal Fulmer (hfulmer@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

1. Student retention: semester/term to semester/term plus annual retention plus "third Fall" retention for Troy Campus students
2. Student progression: semester to semester, term to term, accrued progression within a term-based year ("how many terms did the student enroll in, and complete, during a 12-month period?")
3. Student degree completion: time-to-degree for Troy Campus students; for non-residential Alabama campus students; for TROY Online students; for full-time students (regardless of location); for part-time students (regardless of location); for students entering classified as "at-risk": conditional admission, developmentally placed, undeclared major, entering probation status within Year One, within Year One and Two, at any time thereafter; for students who are part of the ADA program; for students who are part of the TRIO programs

2020 Percentage completion:

Fall 2020 Semester Update:

1. Significant data is being collected and analyzed on these indicators via the Enrollment-Retention Task Force
2. Data is being collected and analyzed for the Troy Campus through the JWS Center for Student Success
3. Retention rates and degree completion rates increased in the last data review for the University
4. ADA and TRIO students continue to retain at a rate higher than the general University and complete their degrees at a comparable, if not higher, rate than the general University
5. Student Outcomes data from Fall 2019 (most recent reporting period and a baseline for the pre-COVID context of 2020) is attached in the documents below.

Attached Files

📄 Fall 2019 Student Outcome Measures Report_08.31.2020.pdf

2.f. Using University communications and marketing to create, sustain, and enhance a feeling of unity and family among TROY faculty, staff, and students in order to bind and hold them together.

Responsible Users: Matthew Clower (mclower@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Marketing and Communications will create content including social media and the blog posts throughout the year designed to instill a sense of unity and pride among all parts of the TROY community, to include faculty, staff, students, alumni and other constituents.

2020 Percentage completion: 50

Fall 2020 Semester Update:

Although we believe all of our social media content contributes to a general sense of pride and family among the Trojan community, we have identified twelve posts on Facebook, Twitter, Instagram and Linked In that contribute specifically to this strategic objective based on the comments and engagement. See attached PDF for examples.

Attached Files
📄 TROY Fall 2020 Social Media Examples.pdf

2.g. Intensifying promotion and recruitment efforts to target on-line growth in the adult and non-traditional student market with strategic focus on on-line graduate programs.

Responsible Users: Samantha Johnson (johnson@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:
Troy University's office of Marketing and Communication has engaged the Stamats firm, an expert in higher education marketing and research, to conduct market analysis in three-year intervals to evaluate awareness and favorability of TROY across various target audiences and locations. The most recent reports of 2014 and 2017 highlighted key performance indicators (KPIs) of overall awareness at 69% and 67% and favorability at 97% and 95%, respectively. Because these KPIs indicate stability and probable audience saturation, projections for Stamats assessment of audience penetration for TROY 2020 are 67-69% for overall awareness and 95-97% for overall favorability.

2020 Percentage completion: 40

Fall 2020 Semester Update:
The Fall 2020 Statmats report highlighted key performance indicators (KPIs) of overall awareness at **69%** and favorability at **97%**, showing TROY's performance ratings slightly increasing in 2020 from 2017.

As projected, prospect awareness and perception of TROY academics remains positive.

Efforts taken to promote online learning opportunities to nontraditional adults include:

- TROY's Graduate School offering for online education achieved top priority for Fall 2020 promotion with $300k in additional advertising funding earmarked for the promotion of TROY's new Global Leadership Ph.D. The first cohort began classes Fall 2020 with 18 students enrolled.
- Troy University's office of Marketing and Communication issued a request for proposal (RFP#20-005) for Marketing and Creative Services in 2020 with a primary goal to launch a renewed and enhanced advertising campaign during AY2020-2021 that engages student prospects likely to be interested in TROY in new and creative ways including owned media tactics.

  Intermark Group of Birmingham, Alabama was awarded Agency of Record (AOR) designation as a result.

  The launch of Troy University's new advertising campaign remains on track to premiere Spring 2021.

  The following steps have been accomplished with this goal in mind.
  - RFP awarded: February 2020

  - Deep dive / research completed: June 2020

  - Strategic positioning (system one) defined: August 2020

  - Creative concept approved: November: 2020

2.h. Improve reporting and monitoring of retention efforts for on-line students and comparing to national norms.

Responsible Users: Lance Tatum (ltatum@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:
2018-2019 Retention, Progression & Graduation Report

2020 Percentage completion: 5

Fall 2020 Semester Update:
The 2018-2019 Retention, Progression & Graduation Reports was completed. 2018-2019 Student Outcomes Report

Attached Files
📄 Fall 2019 Student Outcome Measures Report_08.31.2020.pdf

2.i. Improving enrollment coordination with International Programs – new IMPACT Session.

Responsible Users: Buddy Starling (bstar@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:
Execution of International IMPACT - August 2021

2020 Percentage completion: 10

Fall 2020 Semester Update:
Early discussions have begun on what an International IMPACT would like. Sohail Agboatwala will have final approval over an International IMPACT session(s).

2.j. Revitalizing Leadership program.

Responsible Users: Kerry Plamer (kjpalmer@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:
The following items will be key to the revitalization of the leadership program at Troy University:

1. The success of the free online "Introduction to Leadership" course, offered in the summer of 2020, will serve as the catalyst for evaluating and improving all leadership courses offered within the university.
2. The Institute for Leadership Development will begin collaborating with other colleges and programs within the university in order to better serve the leadership training needs of students, as well as identifying opportunities for students to serve in leadership positions throughout the university.
3. The Institute for Leadership Development will collaborate with the community, beginning with Troy/Pike County, for leadership training. Future expansion of this initiative will include Montgomery/River Region, Phenix City/Columbus, Dothan, and the Wiregrass region. These community partnerships will be designed to train local community leaders to serve in municipal positions, on non-profit boards, and in civic organizations.
4. The Institute for Leadership Development will expand the current Chancellor's Fellows program to offer opportunities for internal leadership training throughout the university.
5. The Global Leadership Ph.D. will serve as the exemplar program within TROY's leadership initiatives. This program will be selective, attracting top students from around the world, along with distinguished professors and guest lecturers.

2020 Percentage completion: 25

Fall 2020 Semester Update:
1. Survey results were collected from the free leadership course offered during the summer of 2020. These data informed the creation of a "review and revise" action plan for all leadership courses offered through the Institute for Leadership Development.
2. LDR 1100 - "Introduction to Leadership" - was revised and launched for the fall semester of 2020. Changes to this course were a direct result of data reviewed at the conclusion of the summer course.
3. The former director of the Stockdale Leadership Institute at the United States Naval Academy was consulted to assist with potential changes to the Institute for Leadership Development.
4. The Global Leadership Ph.D. was launched during Term 1, 2020. The second cohort of this program was accepted into the graduate school in the fall of 2020 and will begin studies in January 2021. Processes began in the fall of 2021 to hire full time professor for the Global Leadership Ph.D.
5. Faculty within the Institute for Leadership Development collaborated with officials from the City of Troy to implement a community leadership development program for the city. This program will launch in 2021.
6. The Dean of the College of Education (then Associate Dean) reported the to the Board of Trustees in August 2020 regarding the success of the free summer leadership course, as well as the vision and direction of the Institute for Leadership Development. (The slide deck for this presentation -- a portion of the Chancellor's report to the Board -- is attached.)

Attached Files
📄 Board Presentation - LDR Aug 2020.pdf

2.k. Retain a reputation for teaching excellence.

Responsible Users: Lance Tatum (ltatum@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion:

Fall 2020 Semester Update:
The University's U.S. News & World Report rankings improved to 23rd in the South among Regional Public Universities.

2.l. The University will maintain its commitment to provide a robust and supportive collegiate life that includes opportunities for leadership development, a vibrant Greek system, Division One Athletics, and ongoing adoption of new technologies

Responsible Users: Herbert Reeves (hreeves@troy.edu), Dendy Moseley (dwmoseley@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

The Office of Student Services will continue to cultivate and enrich leadership development, by utilizing existing mechanisms and the development of new strategies. This process will be formed and monitored by a working group including delegates from the Office of Student Services, Institute for Leadership Development, the Office of Student Involvement, the Student Government Association, Troy University Athletics, and Troy Information Technology.

Some of the measurable indicators will include:

1. Activity in clubs and organizations
2. Selection into campus affiliated honor societies
3. Initiatives enacted by the Student Government Association
4. Membership in Greek lettered organizations
5. Participation and leadership in campus wide service initatives
6. Involvement in the campus wide commitment to diversity and inclusion
7. Partnering with Troy University athletics
8. Continued growth in the role of student ambassadors
9. Introduce new technologies to aid in the student leadership process

2020 Percentage completion: 10

Fall 2020 Semester Update:

Troy University has over 200 student groups and organizations. A large number of Troy students are involved in at least one pursuit outside of their academic studies. Troy students continue to support Troy Athletics, even in a very disjointed Fall semester caused by the pandemic. Student continue to show leadership in Greek lettered organizations and representing the campus as ambassadors. This semester the working group will be formed to form measurement tools for these intiatives and evaluate the need for others.

3.a. Develop a new model for advisement that expands the use of professional advisors.

Responsible Users: Kimberly Shaver (kshaver@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

TROY Online Academic Services will promote five of the most experienced ASAs to Professional Advisor positions this academic year. These professional advisors will provide the following services:

- Train to become CRM Advise super-users to provide support to ASAs and the colleges.
- Assist the Instructional Design team with course reviews
- Provide assistance to the Instructional Designers and the colleges as new programs come online
- Mentor ASAs to develop sound advising skills
- Assist with retention and at-risk student initiatives
- Coordinate with faculty advisors within the colleges to enhance the advising process

2020 Percentage completion: 50

Fall 2020 Semester Update:

Five ASAs who met the qualifications for a professional advisor have been identified:

1. Beth Sasser
2. Justin Royal
3. Deena Croley
4. Amber Evans
5. Joanna Jackson

Awaiting end of hiring freeze to move forward with promotion and pay increase. These professional advisors will then complete a training program.

3.b. Increase contact and re-enrollment of stop-out and dropout students.

Responsible Users: Kimberly Shaver (kshaver@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Results from ASAs making ANR (Active Not Registered) calls each term - Number of increased online enrollments from re-enrolling stop-outs and dropouts. This information is collected from the Active Not Enrolled Report in Informer and used to call students each term.

Results of CRM Advise automatically emailing and texting students each term who have not registered in twelve months or less. These notifications are sent one week before each term registration period begins.

2020 Percentage completion: 100

Fall 2020 Semester Update:
Term 1 & 2 – Active Not Registered (ANR) Students Called

Total Called = 2,310

Students Registered = 269

Total Credit Hours = 1,168

Total Revenue = $394,784

Success Rate = 11.7%

Term 1 & 2 – Registration Reminder (RR) Calls to students not registered during final week of registration period:

Total Called = 4,100

Students Registered = 2,093

Total Credit Hours = 9,824

Total Revenue = $3,320,512

Success Rate = 51%

Attached Files
📄 Callouts.xlsx

3.c. Improve scheduling and advising to enhance to degree completion.

Responsible Users: Lance Tatum (ltatum@troy.edu), Hal Fulmer (hfulmer@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

1. Increase the efficiency and effectiveness of course scheduling related to facilities utilization, program progression and faculty utilization.

2. Improve academic advising at the University to enhance degree completion

- Enhance assistance of TROY Online advisors through more effective technology
- All double developmental students required to take TROY 0095 in their first semester
- Increase overall retention of First-Time Full-Time Freshman (Fall-1 to Fall-2) on Troy Campus by 2%
- Increase developmental retention (Fall-1 to Fall-2) on Troy Campus by 3%

2020 Percentage completion:

Fall 2020 Semester Update:
- All conditionally admitted students remain in that status through their first 24 hours
  - 16% of Troy Campus students who cleared conditional admission status in one semester in 2017-18 went on academic probation the following semester
- Increase overall retention of First Time Full Time Freshman (Fall-1 to Fall-2) on Troy Campus by 2%
- Increase developmental retention (Fall-1 to Fall-2) on Troy Campus by 3%
- Implement a "Second Year Studies" program to increase retention-progression: <mark>TRANSITIONALLY ACHIEVED-JWS Center now advises students until 45 hours of academic credit have been earned (increased from 30 hours)</mark>

Attached Files
📄 CHE-How Pandemic Will Change Higher Education.pdf

3.d. Expanding the existing effort to provide students with internships.

Responsible Users: Lance Tatum (ltatum@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion:

Fall 2020 Semester Update:

All academic majors provide an option for students to enroll in and complete an internship opportunity.

3.e. Review and adjust academic programs to meet emerging needs.

Responsible Users: Lance Tatum (ltatum@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion:

Fall 2020 Semester Update:

The Senor Vice Chancellor for Academic Affairs has appointed a University-wide committee to begin the process of reviewing the viability of all academic programs.

- Committee appointed
- First meeting of the Committee conducted on November 10, 2020

3.f. Publicize the success of TROY graduates through all media and use them when appropriate in advertising to show the value of a TROY degree.

Responsible Users: Matthew Clower (mclower@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

University Relations regularly publishes alumni feature stories on the success and achievements of Troy University graduates. These stories are then featured on University social media, the University magazine and TROY television/radio.

2020 Percentage completion: 50

Fall 2020 Semester Update:

We published seven alumni success stories on the blog in Fall 2020:

TROY alum paints historic Lewis portrait (also mentions his enrollment in Art Institute in Chicago): https://today.troy.edu/alumni/troy-alum-paints-historic-lewis-portrait/
TROY alumni helping hone new generation of athletes: https://today.troy.edu/alumni/troy-alumni-helping-hone-new-generations-of-athletes/
TROY alumna finds global success: https://today.troy.edu/alumni/troy-alumna-reflects-on-journey-to-global-success/
TROY graduate launches graphic design company: https://today.troy.edu/alumni/troy-graduate-launches-graphic-design-company/
Music Industry graduate entertaining guests on the Titanic: https://today.troy.edu/alumni/music-industry-alumnus-entertaining-guests-on-the-titanic/
Alumna creates journal line to inspire people: https://today.troy.edu/alumni/alumna-creates-journal-line-to-inspire-people/
TROY alumna starts law firm in her hometown: https://today.troy.edu/alumni/troy-alumnus-starts-law-firm-in-her-hometown/

3.g. In order to measure the success of our graduates, the colleges and administration will commit new resources to provide for follow-up studies on Troy's graduates.

Responsible Users: Herbert Reeves (hreeves@troy.edu), Dendy Moseley (dwmoseley@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

It is imperative that Troy University can measure the success of graduates. Therefore, a working group will be formed to identify a way to evaluate this. The action item calls for the implementation of new resources to aid in this task.

2020 Percentage completion: 5

Fall 2020 Semester Update:

The Office of Student Services began to explore ideas to measure the success of Troy graduates.

3.h. Continue efforts in student success center to encourage persistence and degree completion.

Responsible Users: Hal Fulmer (hfulmer@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

1. Success data: retention-progression-degree completion data for all University campus locations including TROY Online

2. Commitment of University resources in support of the four campus centers and the TROY Online team which works with at-risk online students
3. Grants in support of these centers and their principal student stakeholders: TRIO, Title III, etc

2020 Percentage completion:

Fall 2020 Semester Update:

1. Each campus has a staffed center for student success
2. TROY Online has a team dedicated to working with at-risk students
3. The University secured a multi-million dollar renewal of its TRIO-Student Success Services (SSS) program
4. The University secured a Title III grant to support the success center on the Montgomery Campus
5. The Troy Campus JWS Center advising protocols has been extended from students in the 00-30 credit hours to students in the 00-45 credit hours designation. This advising is in addition to those students who are in developmental studies courses, are in a conditional admission status and/or who have undeclared major status.
6. The success centers, including the JWS Center, advises the BIS majors

3.i. TROY will expand efforts to stay connected with our alumni and pull more alumni into active engagement that benefits the University and enhances the value of TROY degrees.

Responsible Users: Faith Ward (fward@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

This is an ongoing effort to build relationships with alumni and trying to actively engage them in events. This has been hard during COVID but we have been able to maintain these relationships by communicating with them on a regular basis with mail, e-mails, social media and the like. Our alumni magazine and blog is also an excellent way that we stay connected with our alumni.

We have partnered with Publishing concepts, Inc. to produce an alumni directory and this is another way to keep alumni engaged and gather information as well.

We are working on an alumni survey to help us gather information so we will know how these alumni wish to communicate and how we can serve them better.

2020 Percentage completion: 100

Fall 2020 Semester Update:
Communication is ongoing!

4.a. The Doctoral Program in Global Leadership will become a signature program for TROY.

Responsible Users: Lance Tatum (ltatum@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion:

Fall 2020 Semester Update:

The University admitted its first cohort in to the Global Leadership Program. The program's first cohort is made up of 18 students – seven men and 11 women – from seven states with educational backgrounds ranging from biology to diplomacy to adult education.

4.b. TROY will find new ways to advertise and market its programs to international students in promising countries for growth, such as India.

Responsible Users: Samantha Johnson (johnson@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Troy University's office of Marketing and Communication issued a request for proposal (RFP#20-005) for Marketing and Creative Services in 2020 with a primary goal to launch a renewed and enhanced advertising campaign during AY2020-2021 that engages student prospects likely to be interested in TROY in new and creative ways including owned media tactics.

Intermark Group of Birmingham, Alabama was awarded Agency of Record (AOR) designation as a result.

IDP Connect of Philadelphia, Pennsylvania was awarded as TROY's agency for International Recruitment.

Because of these actions and executive leadership's renewed financial and operational commitments to support the new AOR and International agency partnership, projections for the launch of TROY's new advertising campaign is set for Spring 2021.

2020 Percentage completion: 60

Fall 2020 Semester Update:

The launch of Troy University's new advertising campaign remains on track to premiere Summer 2021.

The following steps have been accomplished with this goal in mind.

- RFP awarded: February 2020

- Deep dive / research completed: June 2020

- Strategic positioning (system one) defined: August 2020

- Creative concept approved: November: 2020

4.c. Increase faculty and staff minority leadership.

Responsible Users: Lance Tatum (ltatum@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion:

Fall 2020 Semester Update:
No formal activity conducted at this time.

4.d. Expand TROY's successful educational outreach in India and South America and South-East Asia.

Responsible Users: Sohail Agboatwala (agboat@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:
Troy University students enrolled at TROY-INTERNATIONAL SITES will be assessed.

The Statistics page on the International & Diversity link on the Strategic Planning website indicates lays out the numbers and goals as:

2017-2018   520

2019-2020   675

2022-2023 Target   695

The Headcount and Enrollment, published by IRPE dated October 20, 2020 indicates enrollment as ...

Fall 2018   396

Fall 2019   440

Fall 2020   592

This inconsistency is due to timing as terms at the international sites do not always align with domestic terms, however, we will continue to promote the programs and measure progress towards the 700 TROY-International home location goal by 2022-2023.

2020 Percentage completion: 85

Fall 2020 Semester Update:
Due to the pandemic that severely restricted travel and the closure of US consulates and embassies throughout the world, Fall Semester 2020 saw a large decline in new students coming into the United States to study, in some cases as much as 43% according to reports from Inside Higher Ed.
Inside Higher Ed Story

This created an opportunity for us to encourage students to study at our partner locations so that they do not lag behind in their quest to complete their degree within their original scheduled timeline. The ultimate goal is to keep the students as Troy University students at the locations, or encourage them to transfer to the Troy, Alabama campus to complete their degrees as they will not lose any credits earned.

4.e. Provide Alabama students with opportunities to study in Europe and Latin America.

Responsible Users: Sohail Agboatwala (agboat@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

Troy Abroad office housed within the International Programs office ...

1. Will have at least one external provider with the ability to coordinate study abroad opportunities for students in each continent for short term study abroad.
2. Seek exchange partnerships and agreements for students to have semester to year long immersive study abroad opportunities.
3. Identify centers for students from various disciplines to participate in experiences like Pietrasanta.
4. Provide logistical support for the QEP and Ph.D. in Leadership programs requiring study abroad experiences.
5. Target an annual 5% increase in study abroad participants.

2020 Percentage completion: 40

Fall 2020 Semester Update:

All five schools at Troy University have the responsibility of creating academic study abroad opportunities for our students. The Troy Abroad office serves as a coordinating point to assist with the logistics of the application process (Proposal and Applications), payments, processing Chancellor's Award for Global Competitiveness, managing insurance and providing support to the faculty member leading the trip, either on their own or through a third party provider.

As information is received from the 5 colleges, it will be included in the periodic updates.

Fall 2020 and Spring 2021, there will no study abroad activity dues to travel restrictions placed on faculty and students due to the pandemic.

4.f. TROY will successfully implement its 2021 - 2025 Quality Enhancement Plan on Internationalization.

Responsible Users: Mary Anne Templeton (mtempleton@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

All assessment and performance indicators are outlined in the QEP document attached as submitted to SACSCOC.

2020 Percentage completion: 5

Fall 2020 Semester Update:

The QEP Director has been in contact with the consultant to begin faculty and staff training in the spring 2021 semester. The initial survey has been developed and is ready to be deployed once IRB approval is obtained and we are ready to begin training for faculty and staff. The survey will also serve as a way to recruit faculty and staff to the training. Due to Covid-19, students will not be able to travel internationally. However, other on campus activities can begin. The QEP Director and SACSCOC Liaison will meet with the three remaining colleges so that their college specific initiatives can begin in the fall.

Attached Files
📄 QEP-2020-POST-VISIT-Revisions 21 Oct - FINAL.pdf

4.g. TROY will continue to enroll and graduate one of the largest number of minority students in Alabama's higher educational system.

Responsible Users: Buddy Starling (bstar@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

of African American undergraduates and graduates enrolling (compared to previous recruitment cycles) and tracking their persistence.

2020 Percentage completion: 60

Fall 2020 Semester Update:

4.h. Increase participation in academic, student life, and community activities among all students to realize our reputation as Alabama's International University.

Responsible Users: Lance Tatum (ltatum@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion:

Fall 2020 Semester Update:

No formal plans have been developed at this time.

4.i. Explore on-line programs in international locations.

Responsible Users: James Bookout (jbookout@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion: 100

Fall 2020 Semester Update:

If an international student is taking online courses which include general population students (meaning course open to all students), it is being captured just like any other online course enrollment (revenue is credit hour driven). For international site location courses which moved from in-class to online due to COVID, entry to the online course was restricted to only those international site students displaced from in-class to online (revenue is contract driven).

We don't track (have this information) this international enrollments, but I know International Programs or IRPE likely do.

4.i. Explore on-line programs in international locations.

Responsible Users: James Bookout (jbookout@troy.edu)

Start: 08/01/2020

End: 07/31/2021

Performance Indicator:

2020 Percentage completion: 100

Fall 2020 Semester Update: