

Troy University

2020-2025 Strategic Plan
2021 SPRING UPDATE



2021 Spring 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.

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

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

Percentage completion: 35

Spring 2021 Semester Update:

Spring 2021 (for entry terms 21/SP and 21/T3) -- new starts saw an increase of 9%, fueled by an increase in ONLINE new starts of 21% -- Troy Campus new starts for 21/SP were down slightly by 3% -- Among the Alabama Campuses new starts (on-campus), Dothan realized an increase of 4% while Phenix City and Montgomery remained in a downward trend, although online numbers in the Phenix City recruitment territory continue to trend up. After a strong 21/T3, new starts in 21/T4 were down 6% with the majority of recruitment territories experiencing similar results, with the exception of Augusta and Sumter.

Summer 2021 - 20/T5 applications trending down -- 21/SU applications up slightly

Fall 2021 - 21/FA applications submitted even to applications submitted through April 2020 -- admitted applicants up 14% -- IMPACT registrations up 3%.

Worldwide Open House -- Worldwide OH was conducted April 7-9, 2021 with a goal of generating 1,000 applications for upcoming starts terms, particularly 21/T5 and 21/T1. A total of 996 applications for admission were generated in association with OH, down from 1300 in Spring 2020. The majority of applications submitted were for TROY Online (46%) and Troy Campus (36%). Regarding start term, 35% of applications were for 21/T1, 28% for 21/FA, and 18% for 21/T5 -- typically, T1 and T5 receive a much more even distribution. 36% of applications submitted were for "first master's" and 31% were from "freshmen".

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

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

Percentage completion: 60

Spring 2021 Semester Update:

The vote by ACHE was moved to the June 2021 meeting at their request. The inventory has been reviewed by ACHE. Recommendations were made regarding CIP codes. A meeting with all impacted departments will take place the first week of May to determine internal steps to be taken.

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

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 60

Spring 2021 Semester Update:

- The launch of Troy University's new advertising campaign set to premiere Spring 2021. The following steps have been accomplished with this goal in mind.
 - Creative concept focus group validated: January 2021
 - Strategy and creative concept stakeholder sessions completed: February 2021
 - Creative production began: March 2021
 - Campaign approval: April 2021
 - Campaign launch: May 7, 2021

1.d. Increasing Study Abroad opportunities

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

null

Percentage completion:

Spring 2021 Semester Update:

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

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

null

Percentage completion: 60

Spring 2021 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.

Start: 08/01/2020

End: 07/31/2021

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

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

Percentage completion: 90

Spring 2021 Semester Update:

We recently had an Alumni Board Retreat where Buddy Starling spoke to our group on enrollment and retention and how our Alumni Board and chapter presidents could help recruit good students to TROY. The Alumni Association is also in the process of endowing a \$100,000.00 Alumni Legacy scholarship to help students with tuition. We currently give 28 scholarships per semester - paying half-tuition for each of the 28 students. We also give a Student Alumni scholarship and multiple book scholarships per year. The alumni chapters give multiple scholarships as well as this is one of the requirements of being a chapter. Nine alumni chapters have endowed scholarships and these chapters also continue to give current scholarships as well.

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

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 75

Spring 2021 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. The process for preparing batches for the financial aid estimates began processing April 21, 2021.

We will continue to assess the effectiveness by comparing year to year data. Below are the conversion rates based off fall 2020 enrollment. Updates will come for the 21/22 AY after transmittal runs for the 21FA semester.

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%.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 70

Spring 2021 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 are below. Conversion rates for fall 2021 enrollment will be calculated once transmittal runs for the 21FA semester.

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.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 95

Spring 2021 Semester Update:

No update at this time. Measured during Fall.

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

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 40

Spring 2021 Semester Update:

Paid digital retargeting continued through the Spring as a collaborative effort with the help of Marketing, Admissions, IT, VisionPoint and Intermark and continues as a manually scheduled tactic.

Troy University's new advertising campaign launched a Spring Commencement ceremonies on May 7, 2021.

Enrollment Marketing CRM Drip email workflows for automated communication to targeted CRM audiences are well on their way with three traditional workflows (Traditional Inquiry, Traditional App Incomplete, Traditional Admitted) activated in Salesforce through the same collaborative team. Additional workflows are in the approval phases including three Nontraditional (Nontraditional Inquiry, Nontraditional App Incomplete, Nontraditional Admitted) and one Military (Military Admitted). Even more target and CRM-phased communication workflows are in the queue to follow.

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.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 65

Spring 2021 Semester Update:

The launch of Troy University's new advertising campaign set to premiere Spring 2021. The following steps have been accomplished with this goal in mind.

- Creative concept focus group validated: January 2021
- Strategy and creative concept stakeholder sessions completed: February 2021
- Creative production began: March 2021
- Campaign approval: April 2021
- Campaign Launch: May 7, 2021 Spring Commencement - Troy Campus

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

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 80

Spring 2021 Semester Update:

Most all of our chapters awarded scholarships for the upcoming Fall 2021 semester equaling approximately \$150,000.00 in scholarships. The Alumni Association gave 28 Alumni scholarships and book scholarships as well as the Student Alumni Scholarship. The Alumni Association is currently working to complete funding of a \$100,000.00 scholarship endowment.

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

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 90

Spring 2021 Semester Update:

Upon completion of 21/T5, generate comparison report to between AY19-20 and AY20-21 for adult student population to assess if any impact.

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

New Starts - compared to previous term

Percentage completion: 20

Spring 2021 Semester Update:

Major emphasis on standardizing graduate web pages with recruitment language, feature alumni, and career placement information continues. Additional graduate webinars planned for Summer 2021 in attempt to achieve 12% increase Fall 21 over Fall 20. During spring, conversations were also had with marketing to assure a graduate programs "push" for Summer 2021

Data from Spring OH 2021 indicate continued strong interest in graduate programs, although there is a growing anticipation of a slow down in interest approaching Fall 2021.

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

Start: 08/01/2020

End: 07/31/2021

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

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).

Percentage completion: 32

Spring 2021 Semester Update:

Spring 2021: 12 course enrollments

Term 3, 2021: 22 course enrollments

Term 4, 2021: 31 course enrollments

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

Start: 08/01/2020

End: 07/31/2021

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

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)

Percentage completion: 22

Spring 2021 Semester Update:

A major military applications booster event will be held in May 2021 in conjunction with Military Appreciation month, targeting active duty participation. Goal for the event is 125 active duty applications produced during the month of May.

Concerns remain over the fact that the full transition from GoArmy to ArmyIgnited has not been completed by the Army. Communication efforts on our end have been consistent with messaging oriented to assisting service members in any way possible.

With the position of Senior Direct, Enrollment Services - Military Affairs in place now, a number of initiatives are underway, including, military DRIP, re-design of Military Web Pages, and a dedicated military brochure. Additionally, a restructuring proposal, featuring dedicated enrollment/advising service, will be made late Spring 2021.

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

Start: 08/01/2020

End: 07/31/2021

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

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 scholarships per year.

Percentage completion: 20

Spring 2021 Semester Update:

From January 1, 2021 through Spring semester, we have completed 8 additional endowed scholarships that collectively total \$300,000 to be added to the TU endowment. Additionally, we have one Legacy Gift Scholarship (\$25,000) that has been created to memorialize the donor upon her death.

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

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

Percentage completion: 25

Spring 2021 Semester Update:

Military enrollments remained level to spring terms of 2020 for 21/T3 and 21/T4. Military enrollments continue to be dominated by Army and Air Force.

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

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 100

Spring 2021 Semester Update:

As a part of preparations for the FY 2022 operating budget development, the Board of Trustees Finance Committee reviewed the proposed tuition structure for the upcoming 2021-2022 academic year and will send the following tuition resolution to the full Board for consideration in May 2021. The resolution adopts a new one rate structure for TROY in-class and online delivery courses as detailed below:

Resolution No.

Changing the Tuition Rates and Fee Structure

WHEREAS, Troy University is expected to receive an increase in state appropriations totaling \$3.97 million for the fiscal year 2022; and

WHEREAS, Troy University's appropriation from the State of Alabama totals 24% of its operating budget. For this reason, Troy University has become a self-reliant, self-funded and tuition driven institution. Only through good stewardship of its resources, sound financial management, and its entrepreneurial spirit has it been able to not only sustain itself but advance its mission; and

WHEREAS, Troy University's current tuition structure is as follows; and

1. Undergraduate per credit hour tuition - \$325, In-Class; \$338, Online
2. Graduate per credit hour tuition - \$425, In-Class; \$494, Online
3. Doctoral per credit hour tuition - \$550, In-Class; \$550, Online

WHEREAS, for the 2021-2022 academic year, Troy University proposes a new tuition structure which eliminates fees paid to enroll and attend class consolidating all locations into one single tuition rate for undergraduate and graduate students attending class in-person or online; and

WHEREAS, Troy University's proposed tuition structure eliminates fees paid to enroll and attend class, (see below) resulting in no overall increase in the cost of attendance for students attending any Troy University campus in Alabama;

1. Undergraduate per credit hour tuition - \$388, In-Class; \$388, Online
2. Graduate per credit hour tuition - \$475, In-Class; \$475, Online
3. Doctoral per credit hour tuition - \$550, In-Class; \$550, Online

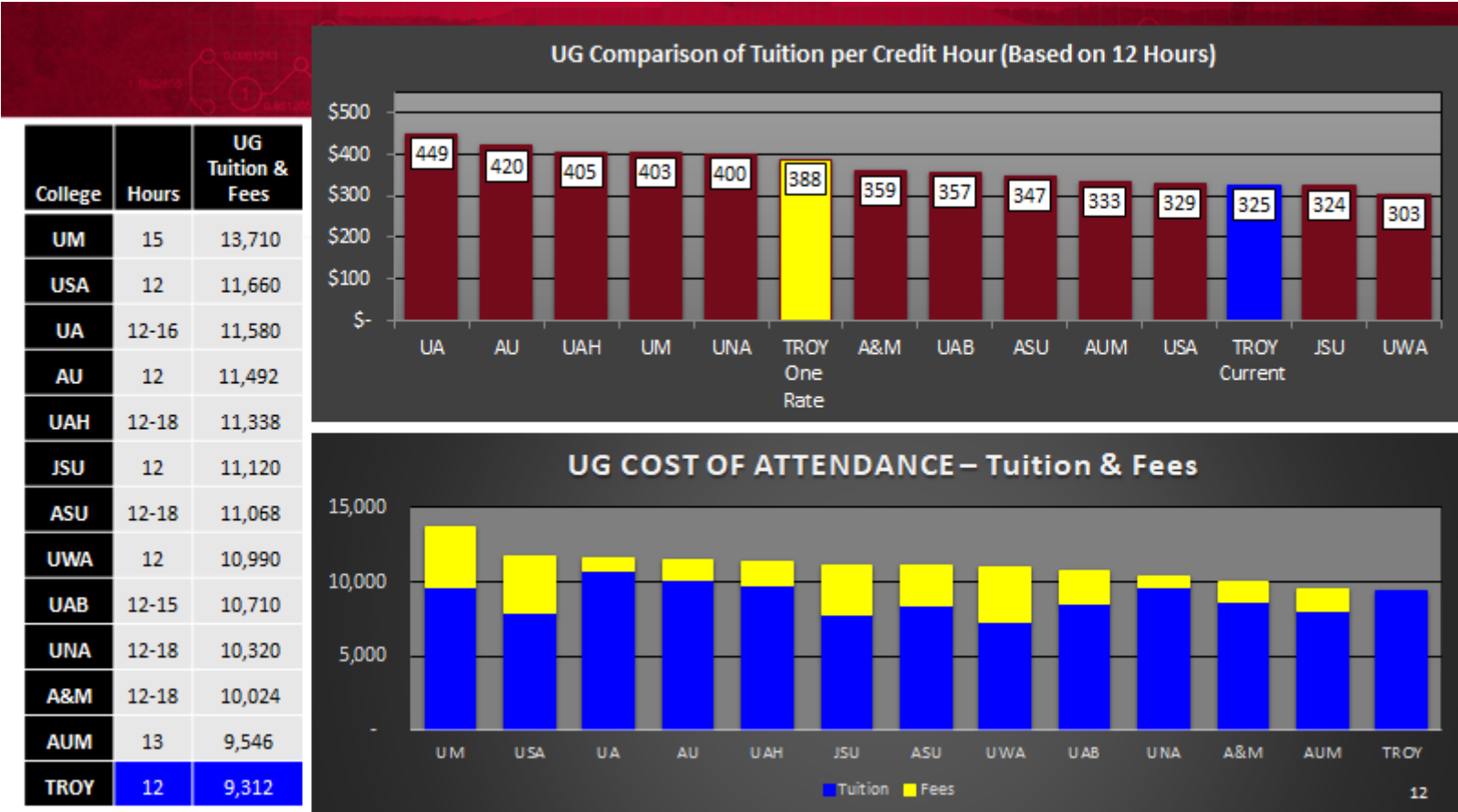
THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES that Troy University proposes the adoption of the changes previously stated, based upon passage by the Alabama Legislature of the Budget, specifically Troy University's Appropriation, recommended by the Governor and the Alabama Commission on Higher Education.

**New tuition rate structure eliminates the following fees:*

- General fee - \$42.00 per credit hour
- Undergraduate online course fee - \$50 per credit hour
- Undergraduate program fees - Varies by College (from \$8.00 to \$40.00 per credit hour)
- Graduate lab or course fees - Varies by College
- Registration fee - \$50 per semester
- Student facility fee - \$100 Fall and Spring semesters and \$50 Summer semester

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The purpose of the one rate structure is to eliminate registration fees and provide one up-front cost for students whether in-class or online. As shown below, peer institutions report a tuition rate for comparison, but also charge variable fees or differential tuition bringing the total cost to enroll much higher than the base tuition rate. A comparison of in-class rates is below:



The top chart shows tuition only rates based on a 12 hour semester. As you can see, the current TROY rate appears to move TROY from the 3rd lowest rank to the sixth highest rank with the new One Rate structure proposed (\$325 per credit hour currently to \$388 per credit hour under one rate). But as you layer in the registration driven fees and differential tuition as shown on the UG Cost of Attendance chart above, Troy actually is the lowest cost of all universities shown. This demonstrates the hidden cost and sticker shock some students face when enrolling at institutions with variable registration fees and/or differential tuition. We believe this one rate structure will be an advantage to the student with transparent upfront cost which allows them to seamlessly choose their preferred course delivery formats whether online or in-class at any campus location with the same tuition rate.

TROY also considered the impact the proposed one rate structure would have on competitiveness of our online rate with peer institutions. Again, differential tuition and fees are charged for the online delivery format for most institutions. Even after the one rate structure change, TROY remains competitively ranked for online undergraduate and graduate courses as shown below:

Undergraduate Online Rates

Institution	UG Tuition per cr/hr (In State)	Institution Fee	Technology Fee	Student Activity Fee	Instructional Support Fee	Other Fees	TOTAL UG Tuition and Fees
Alabama							
University of Alabama at Birmingham	\$441-\$505.00	\$667.00					\$1108-\$1172.00
Auburn University	\$435-\$630.00						\$435-\$630.00
Jacksonville State University	\$377.00					\$150-\$200.00	\$527-\$577.00
University of South Alabama	\$433-\$482.00						\$433-\$482.00
Troy University	\$388.00						\$388.00
Auburn University at Montgomery	\$333.00		\$10.00			\$40.00	\$383.00
University of West Alabama	\$325.00		\$50.00				\$375.00
University of Alabama	\$375.00						\$375.00
University of North Alabama	\$300.00					\$50.00	\$350.00
Florida							
Florida State University	\$216.00					\$16-\$750.00	\$232-\$966.00
Webber International University	\$942.00						\$942.00
Florida Atlantic University	\$146.52		\$360.00				\$506.52
Saint Leo University	\$380.00		\$25.00				\$405.00
Troy University	\$388.00						\$388.00
Florida International University	\$229.00					\$104.00	\$333.00
University of North Florida	\$175.35		\$30.00			\$63.47	\$268.82
University of West Florida	\$218.00						\$218.00
University of Central Florida	\$106.00					\$73.00	\$179.00
University of Florida	\$111.92					\$17.26	\$129.18
Georgia							
Columbus State University	\$182.13	\$132.50	\$79.00	\$67.00			\$460.63
Georgia Southern University	\$182.00	\$145.00	\$100.00				\$427.00
Albany State University	\$420.00						\$420.00
Kennesaw State University	\$185.40					\$205.00	\$390.40
Troy University	\$388.00						\$388.00
University of West Georgia	\$182.00	\$145.00	\$55.00			\$5.00	\$387.00
Georgia State University Perimeter College	\$121.00	\$200.00	\$50.00				\$371.00
University of North Georgia	\$186.53	\$112.50	\$37.50				\$336.53
Middle Georgia State University	\$113.67	\$125.00	\$46.00				\$284.67
Mississippi							
University of Southern Mississippi	\$371.00					\$20-\$150.00	\$391-\$521.00
Mississippi State University	\$366.75				\$25.00		\$391.75
Troy University	\$388.00						\$388.00
University of Mississippi	\$363.00						\$363.00
Troy University	\$338.00						\$338.00
Online Universities							
Liberty University	\$390.00		\$ 199.00			\$ 65.00	\$654.00
Strayer University	\$493.00		\$65.00				\$558.00
American InterContinental University	\$325.00		\$175.00				\$500.00
Walden University	\$325.00		\$160.00				\$485.00
Grand Canyon Univeristy	\$395-\$470.00						\$ 395-\$470.00
Capella University	\$357-\$411.00						\$ 357-\$411.00
University of Phoenix	\$398.00						\$398.00
Troy University	\$388.00						\$388.00
Purdue University Global	\$371.00						\$371.00
Southern New Hampshire University	\$320.00						\$320.00
University of Maryland Global	\$300.00		\$15.00				\$315.00

Graduate Online Rates

Institution	GR Tuition per cr/hr (In State)	Institution Fee	Technology Fee	Student Activity Fee	Instructional Support Fee	Other Fees	TOTAL GR Tuition and Fees
Alabama							
University of Alabama at Birmingham	\$517-\$656.00	\$ 1,088.00					\$1605-\$1744.00
Auburn University	\$630.00						\$630.00
University of South Alabama	\$525-\$594						\$525-594.00
Auburn University at Montgomery	\$421.00		\$ 10.00			\$ 75.00	\$506.00
University of West Alabama	\$429.00		\$ 50.00				\$479.00
Troy University	\$475.00						\$475.00
Jacksonville State University	\$400.00		\$ 50.00			400-500.00	\$450.00
University of Alabama	\$420.00						\$420.00
University of North Alabama	\$370.00					\$ 50.00	\$420.00
Florida							
Florida State University	\$444.26					\$16-\$750	\$462.26-\$1196.25
University of Florida	\$527-865.00	\$ 40.00				\$ 38.77	\$605-\$943.00
Webber International University	\$838.00						\$838.00
Saint Leo University	\$445-\$770		\$ 25.00				\$470-\$795.00
Florida Atlantic University	\$600.00						\$600.00
Troy University	\$475.00						\$475.00
University of North Florida	\$408-\$458						\$408-\$458.00
University of West Florida	\$385.00						\$385.00
University of Central Florida	\$288.00					\$ 39.00	\$327.00
Georgia							
Columbus State University	\$301-\$739						\$301-739.00
Georgia Southern University	\$277-\$739						\$277-\$739.00
University of Georgia	\$629.00						\$629.00
Kennesaw State University	\$383.00					\$ 205.00	\$588.00
University of West Georgia	\$241.00		\$ 55.00			\$ 221.00	\$517.00
Albany State University	\$191.00		\$ 65.00			\$ 225.00	\$481.00
Troy University	\$475.00						\$475.00
University of North Georgia	\$303.00		\$ 37.50			\$ 112.50	\$453.00
Mississippi							
University of Southern Mississippi	\$494.00					\$20-\$150	\$ 514-\$644.00
University of Mississippi	\$484.25					\$ 75.00	\$559.25
Mississippi State University	\$489.00				\$ 25.00		\$514.00
Troy University	\$475.00						\$475.00
Online Universities							
Liberty University	\$565.00		\$ 199.00			\$ 65.00	\$829.00
Capella	\$435-805						\$ 435-\$805.00
American InterContinental University	\$611.00		\$ 175.00				\$786.00
University of Phoenix	\$698.00						\$698.00
Grand Canyon University	365-695.00						\$ 365-\$695.00
Walden University	\$535.00		\$ 160.00				\$695.00
Southern New Hampshire	\$627.00						\$627.00
Strayer University	\$493.00		\$ 65.00				\$558.00
University of Maryland Global	\$480.00		\$ 15.00				\$495.00
Purdue University Global	\$420-485.00						\$ 420-\$485.00
Troy University	\$475.00						\$475.00
Colombia Southern University	\$325.00					\$ 50.00	\$375.00

Based on the comparisons above, TROY will remain competitively ranked both in-class and online with the new proposed tuition structure to be considered by the Board of Trustees in May 2021.

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

Start: 08/01/2020

End: 07/31/2021

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

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

Percentage completion: 50

Spring 2021 Semester Update:

Our office meets on a regular basis throughout the year to build better legislative relationships - these meetings usually happen weekly throughout our service area and with the members of the Budget Committees in both the House and the Senate.

The Legislative Session concluded on May 17, 2021. TROY received a 6.9% increase in our state appropriation. We have secured over \$30M in state bond money for improvements to our facilities and for the construction of a new Center for Material & Manufacturing Sciences. Have secured \$9M in federal NIST funds.

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

Start: 08/01/2020

End: 07/31/2021

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

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

Percentage completion: 18

Spring 2021 Semester Update:

Support for part-time students continues to be a focused priority for the University's retention-progression-completion efforts. During the Spring time period, a work group is being formed (at the direction of the SVC-Academics) which will address strategic issues facing at-risk students. A part of this group's efforts will focus on part-time students. The BIS program, which holds particular attraction for many part-time students who are attempting to finish their degrees, reports 58 graduates in AY 19-20, which was an increase of over 300% from the previous academic year. The TROY Online At-Risk support team, which serves a significant portion of the University's part-time student population, generated almost 40,000 contacts (email, phone) in the AY 19-20 time period. Term-to-term tracking continues to be a concern for this team as compression of term end-dates and start-dates affects the ability of the team's advisors to get needed information ahead of the next term's start.

Data analysis and strategic initiatives for part-time student success (retention, progression, completion) is a significant issue and will require University fiscal and human resources beyond what are currently in place (either new resources or redirection of existing resources).

2.b. Supporting students with developmental academic needs.

Start: 08/01/2020

End: 07/31/2021

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

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

Percentage completion: 18

Spring 2021 Semester Update:

Success support for students who are developmentally placed continues to be a significant area for the University, especially on the Troy Campus where the largest percentage of these students are in place.

1. 800 students were admitted into developmental courses for AY 19-20 on the Troy Campus. This reflects a 1.96% decrease from AY 18-19. This decrease, in all likelihood, mirrors the Troy Campus's downward trend in enrollment. As the campus population has declined, so too have the developmental students who are part of that population.
2. The Learning Center enacted biweekly focused tutor training in support of developmental math tutoring
3. 274 students who were admitted as "double developmental" (both MTH and ENG) were enrolled in TROY 0095 classes in the Fall 2019 (48 such students enrolled in this class for Spring 2020). This course is a focused approach to learning (course title is "Learning Mindset") and integrates course content from developmental MTH and ENG classes into tutoring support from the Learning Center for scaffolded learning.
4. Double developmental students have increased from 164 in the Fall 2015 to 281 in the Fall 2020. This creates a multi-semester "slow start" for students to engage fully in college credit classes and is an impediment to both retention and progression.
5. The good news is that retention of developmentally placed students has risen from 64% in the Fall15-Fall16 measure to 74% in the Fall19- Fall20 analysis. Retained developmental students increased from 513 in Fall15-Fall16 to 706 retained developmental students for Fall19- Fall20.
6. Unfortunately, only 23% of developmental students from the Fall 2014 cohort group graduated within six years (893 students/208 graduates). This lack of progression to completion will need continued attention by the University.
7. There is some optimism that as the trend line for *retention* of developmental students is now going up, that the *graduation* trend line will begin to show an upward movement as well. Graduation data, it is hoped, will follow retention data.
8. Developmental enrollments continue to account for a significant percentage of all undergraduate enrollments, especially for first-year students.
9. Students are enrolling at Troy University with poor preparation in Math and English. National standardized assessments of primary school children in Alabama suggest that the state lags far behind the rest of the country, and the region, in Math and Verbal learning (ranking dead last in the nation in a recent release of data for third graders). This lack of preparation continues throughout the student's primary, middle school and high school years, resulting in a high percentage of University first-time students who are not prepared in these foundational areas.

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

null

Percentage completion:

Spring 2021 Semester Update:

No formal activity at this time.

2.d. Enhancing scholarship support for promising students.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 75

Spring 2021 Semester Update:

We will not be able to compare the 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.

Start: 08/01/2020

End: 07/31/2021

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

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

Percentage completion: 18

Spring 2021 Semester Update:

To address the need for Second Year success by University students, the following steps have been taken in the late Fall 2020 and Spring 2021:

1. Students currently advised in the JWS Center for Student Success as "first year advisees" will now remain in the JWS until they have achieved 45 hours of academic credit (previously this threshold was 30 hours).
2. The University approved the redirection of monies (from a JWS retired staff member) in order to create a program advisor in Career Services. This program advisor will have a defined communication/connection/advising role for these students as they transition from the JWS into their respective academic departments (and faculty advisors).

Additionally:

1. in AY 19-20, 752 students were classified as "undeclared" within the JWS. 36% of those students declared a major (273/752); most of these were at the transition point for entering the Second Year.
2. 72% of conditionally admitted students were retained from Fall19 to Fall 20, further extending the likelihood of these students moving into their Second Year. The overall retention rate for all freshman advised in the JWS Center for the Fall19 to Fall20 period was 90% (a significant level of retention for students moving from Year One to Year Two).
3. From Fall18 to Fall 19 (most recent data), the retention of students in the Troy Campus TRIO-Student Support Services program was 98%.

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.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 60

Spring 2021 Semester Update:

See attached PDF for an additional 13 social media posts aimed at meeting this objective.

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.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 40

Spring 2021 Semester Update:

The launch of Troy University's new advertising campaign set to premiere

Spring 2021. The following steps have been accomplished with this goal in mind.

- Creative concept focus group validated: January 2021
- Strategy and creative concept stakeholder sessions completed: February 2021
- Creative production began: March 2021
- Campaign approval: April 2021
- Campaign launch: May 7, 2021 Spring Commencement - Troy Campus

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

2018-2019 Retention, Progression & Graduation Report

Percentage completion: 100

Spring 2021 Semester Update:

The 2019-2020 Retention, Progression & Graduation Reports was completed. 2019-2020 Student Outcomes Report attached

2.i. Improving enrollment coordination with International Programs – new IMPACTSession.

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

Execution of International IMPACT - August 2021

Percentage completion: 10

Spring 2021 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.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 25

Spring 2021 Semester Update:

1. Revisions to LDR 1100 - "Introduction to Leadership" - were implemented in the fall of 2020 and revised and implemented in the spring of 2021.
2. Revisions to LDR 2200 and LDR 4400 are underway to enhance the student experience and to make these courses as relevant and current as possible while remaining true to the approved course objectives.
3. The first class of Catalyst Troy, a a community leadership development program, assembled and began their curriculum.
4. The university began working toward a partnership with American Village to implement civic and leadership programs for high school juniors and seniors.
5. The university began a search for a new executive director for the Institute for Leadership Development, and decided to change the name of the Institute to the Institute for Civic and Global Leadership beginning in the fall of 2021.
6. The Global Leadership Ph.D. completed its first academic year and admitted Cohort 3, set to begin studies in the fall of 2021.

2.k. Retain a reputation for teaching excellence.

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

null

Percentage completion: 25

Spring 2021 Semester Update:

Troy University was ranked 51st among Regional Universities in the South (an increase of 14 spots from the previous year), 23rd among public regional universities in the South (an increase of 5 spots from the previous year) and 16th for Most Innovative Schools by *U.S. News & World Report (2020)*. In addition, Troy was ranked as the best university in Alabama by *Forbes Magazine*, and the 25th best university in the United States for international students by the *Institute for International Education*.

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

Start: 08/01/2020

End: 07/31/2021

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

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 initiatives
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

Percentage completion: 30

Spring 2021 Semester Update:

It continues to be the mission of Troy Student Services to identify, cultivate, and enhance the leadership attributes of all of our students. The Spring semester continued to present challenges, as COVID restrictions created obvious hurdles. That being said, we found unique and creative ways to reach our students.

Fall 2021 will allow us to set baselines for the measurables listed above in the Performance Indicators section. Through these specific evaluations we can accurately ascertain where we are and identify areas for opportunities and growth.

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

Start: 08/01/2020

End: 07/31/2021

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

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

Percentage completion: 100

Spring 2021 Semester Update:

Five ASAs were promoted to professional advisors in Online Education's Academic Services effective March 1, 2021. These advisors have begun their work to develop sound advising skills and assist with retention and at-risk student initiatives.

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

Start: 08/01/2020

End: 07/31/2021

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

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 from ASAs making RR (Registration Reminder) calls each term. These calls are made on Thursday of the last week of the registration period.

Beginning in 21/Term 3, with the full implementation of the CRM Advise system, the phone calls previously made by the ASAs were turned into emails and text messages that were automatically sent from the system to students each term who have not registered in the last twelve months or less. The ANR notifications are sent one week before each term registration period begins. The RR notifications are sent at the beginning of the registration period and each week during the three week registration period only to students who have yet to register.

Percentage completion: 100

Spring 2021 Semester Update:

Term 3 & 4 – Active Not Registered (ANR) students who received an email/text message from CRM

Total Called =

3,389 Students

Registered =

1,457 Total

Credit Hours =

6,961 Total

Revenue =

\$2,352,818

Success Rate =

43%

Term 3 & 4 – Registration Reminder (RR) students who received an email/text message from CRM

Total Called

= 993

Students

Registered =

578 Total

Credit Hours

= 2,573 Total

Revenue =

\$869,674

Success Rate

= 58%

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

Start: 08/01/2020

End: 07/31/2021

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

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%

Percentage completion: 18

Spring 2021 Semester Update:

1. Retention of full-time first time freshman (Fall 1 to Fall 2) on the Troy Campus increased by 2%.
2. Retention of developmentally placed students (Fall 1 to Fall 2) on the Troy Campus increased by 3%
3. 72% of conditionally admitted students on the Troy Campus were retained from Fall 19 to Fall20
4. 90% of all freshman advised in the JWS Center were retained from Fall to Fall20.
5. The JWS Center served 3487 Troy Campus students who were first time students (<30 hours, now <45 hours) in addition to those students who are developmentally placed, conditionally admitted, undeclared, within the BIS program, with an Associate's program (on the Troy Campus)
6. 156,289 Advising contacts were made during AY 19-20 time period (appointments, phone calls, emails)
7. 76% of all students registered within the ADA program retained from Fall19 to Fall20. 86 ADA students graduated in this time period. 44% earned at least a 3.0 GPA and 16% earned a 4.0 GPA.
8. 46% of all TRIO-SSS students in the 2014 cohort graduated in six years.

Advising--within the JWS Center--continues to show strong success in the areas of retention, progress, completion.

Scheduling of classes is part of a larger conversation within the Academics division, led by the SVC-Academics and his leadership team (College Deans, Associate Provosts, University Registrar). As part of this conversation are on-going projects in curriculum review and work load assessment.

The attached article from the Chronicle of Higher Education points toward a major area of discussion/decision for the University as it moves into the next academic year: how to understand that the context of pre-COVID success support strategies has evolved, and is evolving, into a post-COVID context. The University should be actively engaged in understanding the specifics of how this context has shifted and should be particularly sensitive about believing that future success strategies/activities can return to "how they used to be" before the COVID outbreak in Spring 2020.

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

null

Percentage completion: 100

Spring 2021 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.

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

null

Percentage completion: 10

Spring 2021 Semester Update:

The Senior 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
- Review and recommendation for methodology to be used for program viability review completed.
- Pilot review of methodology conducted in the Spring 2021.
- Review of pilot results to be conducted in the summer of 2021.
- Phase one of curriculum review to begin fall 2021.

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.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 60

Spring 2021 Semester Update:

We published eight alumni success stories on the blog in Spring 2021, for a total of 15 to date in the 2020-2021 year.

For Active Duty soldier, TROY 'treats you like family:

<https://today.troy.edu/news/for-active-duty-soldier-troy-treats-you-like-family/>

Alumnus is named Man of the Year by the YMCA of Greater Montgomery: <https://today.troy.edu/news/alumnus-is-named-man-of-the-year-by-the-ymca-of-greater-montgomery/>

TROY alum finds success with luxury hat company:

<https://today.troy.edu/alumni/troy-alum-finds-success-with-luxury-hat-company/>

TROY alumna hopes beauty business will inspire others:

<https://today.troy.edu/alumni/troy-alumna-hopes-beauty-business-will-inspire-others/>

Alumnus donates John Lewis portrait to Troy University:

<https://today.troy.edu/alumni/alumnus-donates-john-lewis-portrait-to-troy-university/>

Recent alumna, U.S. Marine reflects on balancing service with academics: <https://today.troy.edu/alumni/recent-alumna-u-s-marine-reflects-on-balancing-service-with-academics/>

Alumni Board endows Legacy Scholarship while chapters continue to make gains: <https://today.troy.edu/news/alumni-board-endows-legacy-scholarship-while-chapters-continue-to-make-gains/>

Alumnus sheds light on history with film production company:

<https://today.troy.edu/alumni/alumnus-sheds-light-on-history-with-film-production-company/>

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.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 15

Spring 2021 Semester Update:

Discussion are underway to identify the best parties to evaluate and address this action item. It involves several different divisions of the University including:

Alumni Affairs

Career Services

IRPE

Academic Colleges (5)

Moving into Fall 2021 representatives from each of these divisions and departments will have the opportunity to provide input to the resources needed to measure the success of our graduates.

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

Start: 08/01/2020

End: 07/31/2021

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

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

Percentage completion: 18

Spring 2021 Semester Update:

1. The University has moved forward to hire a director for the Title III grant to support student success on the Montgomery Campus
2. Each campus continues to engage student success through the respective campus's centers.
3. The TROY Online success team works under the supervision of the Associate Provost/Dean of Undergraduate and First Year Studies and engages regularly with the JWS Center team.
4. The concern continues to be the number of part-time students at the non-residential/online campuses. Success data clearly indicates that the most significant variable for predicting success is the "full time" versus "part time" designation. Work continues under the direction and coordination of the SVC-Academics to strategically address the part-time student success issues.
5. BIS program majors increased 30% in the last academic year and total graduates increased over 300%. As of January 2021, 233 active students, University-wide, were in the program. About half of these were TROY Online students.

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.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 90

Spring 2021 Semester Update:

Communication is ongoing but we did complete the 2021 Alumni directory project and these directories have been mailed to all alumni who participated. An alumni survey was also prepared and e-mailed to all alumni. We are currently in the process of analyzing feedback from this survey. We are slowly getting back to our normal communication operations since COVID.

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

null

Percentage completion: 10

Spring 2021 Semester Update:

The University admitted its second cohort in Term 3 of 2021 for the Global Leadership Program. The program's second cohort is made up of 19 students 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.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 60

Spring 2021 Semester Update:

The launch of Troy University's new advertising campaign set to premiere

Summer 2021. The following additional steps have been accomplished with

this goal in mind.

- Creative concept focus group validated: January 2021
- Strategy and creative concept stakeholder sessions completed: February 2021
- Creative production began: March 2021
- Campaign approved: April 2021
- Campaign launched: May 7, 2021 Spring Commencement - Troy Campus

4.c. Increase faculty and staff minority leadership.

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

null

Percentage completion: 0

Spring 2021 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.

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 85

Spring 2021 Semester Update:

The continued effects of the pandemic restrict travel and the continued closure of US consulates and embassies throughout the world do not support the issuance of visas required to come to the United States to travel.

International Programs staff continues to engage students through virtual fairs and webinars, both hosted by Troy University and external providers. Recruiting at domestic high schools enrolling international students has been added to the recruiting inventory - in conjunction with domestic recruiting.

Troy continues to encourage enrollment at our partner campuses in Malaysia and Vietnam. 1-2-1 students, who remain engaged with Troy University even though they were not able to come to Troy in Fall 2020 are receiving instruction in online classes designed for them. The ultimate goal is to keep the students as Troy University students at the locations engaged and encourage them to transfer to the Troy, Alabama campus to complete their degrees as they will not lose any credits earned.

The Headcount and Enrollment, published by IRPE dated March 24, 2021 indicates enrollment as ...

Spring 2019 447

Spring 2020 553

Spring 2021 640

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

Start: 08/01/2020

End: 07/31/2021

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

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.

Percentage completion: 40

Spring 2021 Semester Update:

Due to the pandemic, Troy University has suspended international travel until Fall 2021 - hence there were no opportunities for travel for study abroad experience during Fall 2020 and Spring 2021.

However, since there were students who had to complete requirements to graduate that required similar experiences as those provided by study abroad, two students participated virtual study abroad experiences, engaging online through a third-party provider for Dr. Johanna Alberich's class.

Troy Abroad hosted both, virtual and in-person Study Abroad Fairs and are working with departments to create, approve and promote study abroad activities starting Spring 2022 - and a potential opportunity for Fall 2021.

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

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

Percentage completion: 5

Spring 2021 Semester Update:

The consultant is currently working on the 12 week training with the QEP leadership team. Additionally, the faculty/staff training should begin in the summer 2021 term. The QEP Director is meeting with the three remaining colleges this month to develop their plan to begin in Fall 2021. Additional grant opportunities are being researched.

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

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

Percentage completion: 60

Spring 2021 Semester Update:

No update at this time.

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

null

Percentage completion:

Spring 2021 Semester Update:

No formal plans have been developed at this time.

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

Start: 08/01/2020

End: 07/31/2021

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

Performance Indicator:

null

Percentage

completion: 100

Spring 2021

Semester Update:

null

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