

TROY UNIVERSITY

2020-2025 Strategic Plan 2023 Spring Update

Recruit – Retain – Graduate – Internationalization and Diversity



Published August 2023

Executive Summary

Strategic Plan

2023 Spring Update Report

Recruitment

- The Office of Enrollment saw a continued upward trend in Fall 2022 in applications submitted for Spring 2023. However, admits and new enrollments were down compared to the same start terms in 2022.
- The new troy.edu website redesign holds an “EXPLORE OUR ACADEMIC PROGRAMS” section and an academics icon added for additional direct access. Emsi Career Coach XdgetBuilder is fully implemented across the website and built into all planned program page templates for the redesign as a live feature highlighting career opportunities for each academic program. Over the past 17 months following implementation, engagement has seen approximately 1,596,148 total views, with visitor totals growing from just 15,000 in January 2022.
- The Lead Change campaign continues to reach more than 292,000,000 impressions from 5/1/22 to 5/1/23.
- The Alumni Board has begun a postcard writing campaign for prospective students, and each board member wrote to students in their county this Spring, 2023, urging them to come to TROY. In their message, they have shared how TROY is a key factor to their success.
- TROY experienced an increase in all funnel stages for military affiliated students. The total military affiliated applications for Spring 2023 was 1452, about 197 over Spring 2022 (1255). The total military affiliated admits for Spring 2023 was 991, 97 over Spring 2022 (894). The total military affiliated new starts for Spring 2023 was 743, 50 new starts higher than Spring 2022 (693). The Navy is the only branch that experienced a slight decrease in all funnel activity, and the Marines experienced a decrease in New Starts.
- The Office of Development received notification of a new estate gift (legacy gift) of \$1M this Spring. Trust funding will be upon the donor's death and will provide a 3.25% revenue annually. The Office of Development also received \$272,880 in scholarship funding, generating approximately seven new scholarships yearly.

Retain

- Incoming students continue to have a rate of 70+ percent developmental placement. The revision of TROY 0095 to become TROY 1105 will incorporate the needed elements of TROY 0095, and the elements of TROY 1101, a long standing General Studies required course in student success. The TROY 1105 class will be a 3-hour class, will satisfy the

General Studies requirement for TROY 1101, and will be required of all double developmental students.

- The Chancellor's Fellows successfully surveyed TROY faculty regarding recognizing mental health issues among students and colleagues. The Fellows presented their findings to the Chancellor's Cabinet at the May 2023 Cabinet meeting, with the implementation of a mental health training program to follow in the 2023-24 academic year.
- The University has approved two full-time tenure-track faculty positions for the Global Leadership Ph.D. These positions have been posted, and the goal is to have both positions filled prior to 1 Aug 2023.
- The Office of First-Year Studies reported that the fall retention of double developmental students for the third fall showed an increase of 30 percent. The initial figure of 20 percent three years ago has increased to 50 percent retention. While this number is not dramatically high, the increase of over 30 percent retention for this seriously at-risk population is a considerable gain.

Graduate our Students

- A three-tier advising system implemented for online students allows ASAs (Tier I) to step up to an Advisor level (Tier II) once they have completed an extensive two-year training process and proven their ability to advise students. The Tier III level is the Professional Advisor level, established three years ago. The Tier III level must have a Master's degree and three years of experience advising online students. Tier III, as well as Tier I and Tier II, provide TROY's online students with sound advising.
- The "Take Another Look" project is in Phase II of the project. Marketing is assisting with a "Return to Learn" initiative to reach out to students who are currently inactive dating back to 2018 to encourage them to contact us about re-evaluating their degree evaluations to see if we can help to apply for additional transfer credit through course substitutions, military or contract minors, updating their catalog, helping them return even closer to graduating.
- The efforts of the Title III/Success Center on the Montgomery Campus are pushing out support and ideas for the University faculty and staff in their respective efforts to assist students. The Title III Grant Project on the Montgomery Campus has been working collaboratively with the academic advisors on the Alabama campuses established by Title III to improve, provide consistency, and streamline the advising process for all Troy University students to aid in their success.

Internationalization & Diversity

- Through the efforts of the International Program staff, four new exchange partners were added this Spring, and the addition of two more are in process. Increasing Study Abroad opportunities to twenty-two direct university exchange partners. The Magellan Exchange gives TROY students access to thirteen other universities, and the German Exchange Clubs of America offers TROY students access to twenty-four other universities, representing twenty-seven countries in Latin America, Asia, and Europe.
- TROY continues to be successful in its outreach to South-East Asia. The International Program Office unduplicated headcount for 2022 Summer, 2022 Fall, and 2023 Spring in Vietnam and Malaysia was 871 exceeding the target set in the Key Performance Indicators of 695.
- TROY's opportunities to study abroad continue to increase, giving Alabama students more opportunities to study with other universities. Five faculty members and the Study Abroad Coordinator traveled to Coventry University over the 2023 Spring Break. The opportunities Coventry University could provide all TROY students, especially health science students, show great potential. An agreement is in process with the hope of sending students, individually or with a faculty leader, starting in the Academic Year 2023-2024.
- Twenty-four participants traveled to South Africa with the Global Leadership Ph.D. program. Another cohort will be going to Vancouver in October 2023.

intentionally left blank

Vision 2020-2025

Troy University, over the next five years, will attract, guide, and retain students on campus and on-line through a responsive, affordable, diverse, and challenging educational experience. Internships and study abroad opportunities will add value and values to the overall collegiate experience yielding globally aware, confident alumni ready to lead change.

intentionally left blank

1. RECRUITMENT

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.

intentionally left blank

1.a. Attracting more regional students to our campuses.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Buddy Starling (bstar@troy.edu), Toby Killcreas (tkillcreas@troy.edu)

Performance Indicator:

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

Percentage completion:

35

Spring 2023 Semester Update:

Applications Submitted for Spring 2023 (23/SP and 23/T3) continued the upward trend experienced in Fall 2022. However, both admits and new enrollments were down, by comparison to the same start terms in 2022.

Target Attainment by Funnel Stage (All Recruitment Territories):

Applications Submitted - 95%

Applications Admitted - 80%

New Starts - 89%

Total applications for the reporting terms totaled 4,338, compared to 4,097 in 2022. Admits totaled 2,284 compared to 2,425 for 2022 and New Starts totaled 1,288 compared to 1,346 in 2022.

New Starts by Location:

Troy Campus UG: -11

Troy Campus GR: +7

International: -18

Troy Online: -29

Alabama Campuses: -7

23/T4 Update

New Starts in 23/T4 were up 13%, compared to 22/T4. Total new starts for 23/T4 were 654 (569 for 22/T4)

Full reports for Spring 23 start terms are attached for more detailed information.

Attached Files

[Targets - Spring 2023.xlsx](#)

[Targets - 23T4.xlsx](#)

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

Start:

8/1/2020

End:

7/31/2025

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:

90

Spring 2023 Semester Update:

- At this time, students are still coded based on home location due to system constraints. However, the inventory has been implemented.

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

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

80

Spring 2023 Semester Update:

- Website redesign of troy.edu in progress
 - New home page fully programmed into Omni CMS. The "EXPLORE OUR ACADEMIC PROGRAMS" section remains above the fold, and an academics icon has been added for an additional direct access point
 - Program webpage template approved and programming has begun.
 - Program grid webpage redesign approved and logic strategy discussions continue prior to programming.
 - Emsi Career Coach XdgetBuilder is fully implemented across the website and built into all planned program page templates for the redesign as a live feature highlighting career opportunities for each academic program. Engagement over the past **17 months** following implementation has seen approximately **1,596,148 total views** with visitor totals growing from just 15,000 in January 2022.
- Search engine optimizations (SEO) to capture organic interest related to TROY's academic degree programs continue.
 - **44 total blog story features** that focus on SEO keyword strategies are curated across my.troy and troy.edu to serve as evergreen content by degree program and industry topics
 - **Program page optimizations** continue with a shift in focus on content creation, optimized for organic search, increased time on site and application submission. Launch to coincide with implementation of new program page templates.
 - Program surveys to aid in SEO content creation for first 30-40 priority programs have been shared with academic stakeholders, with **20** returned completed to date. Content production is now in progress.
 - Program surveys for remaining programs have been shared with academic stakeholders.
- TROY's Lead Change advertising campaign continued with career outcomes/alumni featured across all media tactics.
 - Traditional and nontraditional media impressions reached more than **292 million combined** from 5/1/22 to 5/1/23.
 - New users/visitors to the troy.edu website system are **up 40+% year over year as of Fall 2022/T2 wrap-up**.
 - New sub-campaign launched - We lead in academic excellence - Lead in Business, Professional Counseling (CACREP), Psychology (New Fall '23), Rehab Counseling, Nursing, Education and Applied Behavior Analysis were used in launch with outdoor billboard and digital media focus.
- Collateral material updates in progress, with **141** viewbook inserts explicitly created for each academic program, including **3** new programs.
- Since Paid Search restructuring to break-out by degree in December 2022, there continues to be significant improvement to performance YoY (December 2022-April 2023) on the same spend -
 - 162% increase in clicks through to the site
 - 62% decrease to cost per click
 - 99% improvement to cost per conversion (app submitted)
 - 2,936% improvement to conversion (app submitted) rate

1.d. Increasing Study Abroad opportunities

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Sarah McKenzie (semckenzie@troy.edu), Sohail Agboatwala (agboat@troy.edu)

Performance Indicator:

Percentage completion:

50

Spring 2023 Semester Update:

Since the previous report, we have added 4 new exchange partners, and are in the process of adding 2 others. Through Lance Noe, The ESL Director, recruiting efforts, IESEG School of Management with campuses in Paris and Lille, France and Audencia Business School in Nantes, France have joined forces with Troy University. Through RJ Stephen, The International Recruiter, recruiting efforts, we have a signed exchange agreement with Transilvania University in Brasov, Romania. An agreement was established with the University of Pisa also, Italy and two other agreements are in process with the University of Economics and Human Sciences in Warsaw, Poland and Coventry University, Coventry, UK

With the new additions listed above, Troy University now has twenty-two direct university exchange partners and a partnership with The Magellan Exchange which gives TROY students access to thirteen other universities and a partnership with the German Exchange Clubs of America (VDAC) which gives TROY students access to twenty-four other universities. The universities are located in twenty-seven countries, with four in Latin America, seven in Asia, and forty-eight in Europe.

1.e. Increasing internships through engagement with business leaders and alumni.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Kerry Plamer (kjpalmer@troy.edu)

Performance Indicator:

Percentage completion:

100

Spring 2023 Semester Update:

No report provided

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:

8/1/2020

End:

7/31/2025

Responsible Users:

Faith Ward (fward@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 2023 Semester Update:

In January 2023, Rosemary Elebash became president of the Alumni Association with Judge Jack Weaver becoming Vice President and Steve Sanders as Treasurer. These officers along with 14 other highly successful board members are great advocates on behalf of the university to bring good students to Troy University. They immediately updated the by-laws and the mission statement of the Association to include more assistance in the recruitment of students and an even bigger effort than ever to raise funds for existing scholarships while adding to more endowments. During Giving Day last fall the board was 100 percent in giving to the Alumni Legacy scholarship and raising approximately \$20,00.00 for scholarships. We are already planning for Giving Day 2023 and working toward exceeding that amount this year for scholarships. We will also encourage our chapters to do the same as nine chapter have endowments and six more are working toward endowments.

With recruitment and retention in mind we began a postcard writing campaign to prospective students and each board member wrote to students in their county urging them to come to TROY and pointing to the success they had in their life because of TROY! We also had our chapter presidents write postcards as well as our Student Alumni Association talking about how wonderful it is to be a current student at TROY. Sr. Vice Chancellor Sohail Agboatwalla was impressed with this campaign and was grateful for our efforts.

In February 2023 we had another Alumni Leadership Conference. We bring in our chapter presidents and talk to them about the importance of recruiting and giving scholarships. We bring in speakers from Admissions, Career Services and the like to help our chapter presidents with recruitment. The scholarships that the Alumni Association and these chapters give each year make a difference in recruiting and retention and we are genuinely proud of their efforts on behalf of TROY. We will have our next Leadership Conference of the year on August 19, 2023 and continue our efforts regarding student recruitment.

Also each spring we send alumni to events such as awards day in the high schools to present scholarships and sometimes they are guest speakers at these events. Seeing a highly successful alum at their high school who has a degree from TROY can be most impressive.

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Buddy Starling (bstar@troy.edu), Korrie Lynn Williamson (klwilliamson@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 2023 Semester Update:

Updates for the plan item only available in Fall terms -- next update will be for Fall 2023.

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Alicia Bookout (abookout@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:

100

Spring 2023 Semester Update:

Awarded 23/24 financial aid that has been received beginning December 2022. Continued to process daily, new awards for both current and next academic year.

1.i. 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:

8/1/2020

End:

7/31/2025

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:

100

Spring 2023 Semester Update:

Troy University's *Lead Change* campaign continued with the 2023 fiscal year media plan in place.

Key performance indicators (KPIs) include:

- Traditional and nontraditional media from 5/1/22 to 5/1/23 reached more than 292,000,000 impressions
- New Users/Visitors to the website are up 33.0% for May YOY
- Sessions to the website are up 20.8% for May YOY

"Follow the Leaders" sub campaign remains in market as directional and promotional push for campus tours by traditional prospects and their parents.

New programs-focused sub-campaign launched - We lead in academic excellence - Lead in Business, MBA, STEM, Professional Counseling (CACREP), Psychology (New Fall '23), Rehab Counseling, Nursing, Education and Applied Behavior Analysis were used in launch with outdoor billboard and digital media focus.

New freshmen influencer event in planning stages with 1st annual kickoff scheduled for Summer 2023.

1.j. Achieve an annual increase in adult and non-traditional students for on-line graduate programs.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Buddy Starling (bstar@troy.edu), Toby Killcreas (tkillcreas@troy.edu)

Performance Indicator:

New Starts - compared to previous term

Percentage completion:

20

Spring 2023 Semester Update:

Applications and new starts for online graduate programs decreased slightly in Spring 2023 compared to Spring 2022.

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Buddy Starling (bstar@troy.edu), Toby Killcreas (tkillcreas@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:

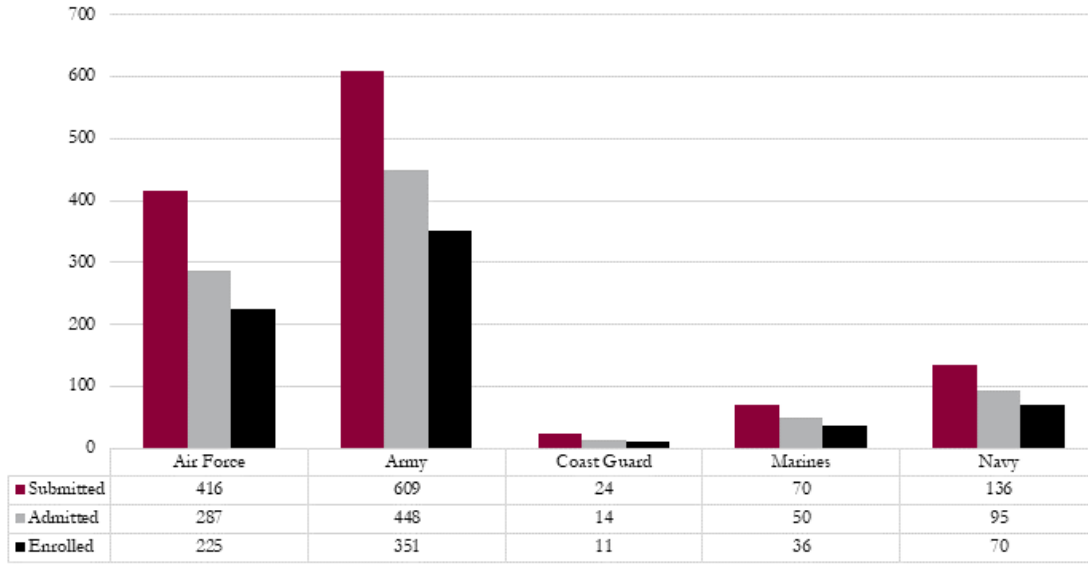
22

Spring 2023 Semester Update:

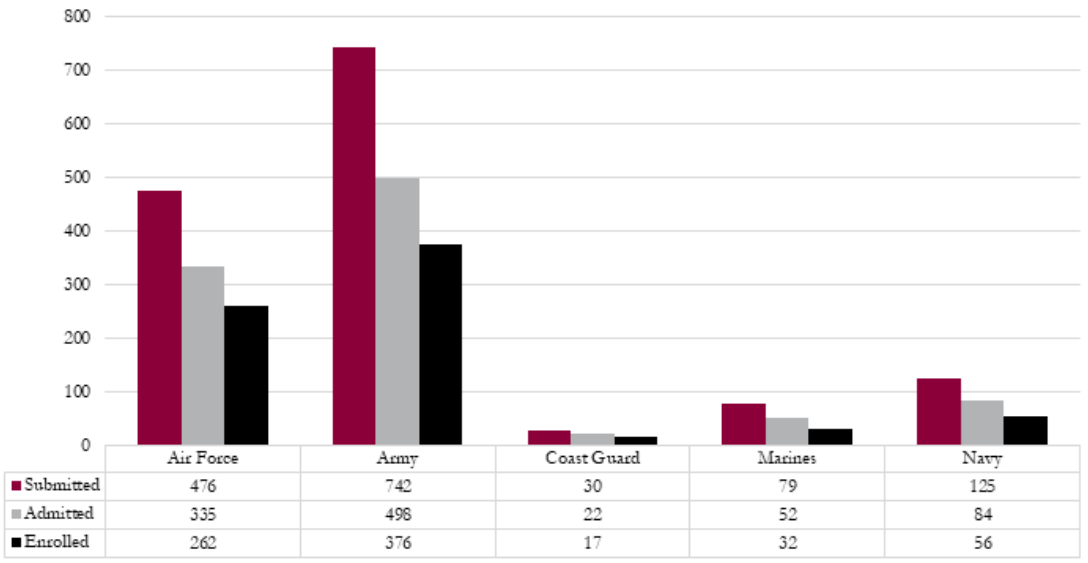
Overall, TROY experienced an increase in all funnel stages for military affiliated students. The total military affiliated applications for Spring 2023 was 1452, which is about 197 over Spring 2022 (1255). The total military affiliated admits for Spring 2023 was 991, which is 97 over Spring 2022 (894). The total military affiliated new starts for Spring 2023 was 743, which is 50 new starts higher than Spring 2022 (693). The Navy is the only branch that experienced a slight decrease in all funnel activity, and the Marines experienced a decrease in New Starts.

Below are the charts for Military Funnel Activity in Spring 2022 and the chart for Spring 2023.

Spring 2022 Military Affiliated Applications



Spring 2023 Military Affiliated Applications



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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Greg Knedler (gknedler@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 scholarship per year.

Percentage completion:

75

Spring 2023 Semester Update:

In the first few months of 2023, we have received **\$272,880** for scholarship funding. This funding included gifts to existing endowments or new endowments that will generate **approximately 7 new scholarship a year**. This is important because we are not only tracking new scholarship funds, but attempting instead to track the amount of scholarship both new scholarship funds and gifts to existing scholarship funds will generate. We also received notification for a new estate gift (legacy gift) where the donor is placing \$1M in a trust fund upon their death, to which Troy University will be receiving 3.25% a year. **This is the equivalent of approximately \$32,500, which will provide a significant amount of new funding for scholarships in the future.**

This upcoming quarter we will be working on a new report that better defines scholarship growth and how we look at scholarship growth moving forward and we will be linking this report to future updates.

intentionally left blank

2. RETAIN

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.

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

Start:

8/1/2020

End:

7/31/2025

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:

40

Spring 2023 Semester Update:

While retention of all University students, including those who are part-time, continues to be a significant topic of conversation, a major focus in this area is tied to the current work associated with the Huron project. That project and its recommendations is likely to influence the direction of University activities directed toward retention of part-time students (and retention in general).

Of continuing interest and potential concern is the likelihood that the University's part-time students at the non-residential campuses are more often, and more likely, to be completing their courses via TROY Online (rather than participating in an in-class course). The sizeable percentages of the M01, D01 and T02 students who are taking their coursework via TROY Online means that an even larger effort of "connectivity" must be completed by the TROY Online staff and the online faculty. To this end, with the latter group, the University has committed support for an initial cohort of faculty with ACUE to enhance their effectiveness as teachers. This initial cohort is focused principally, but not exclusively, on Troy Campus faculty but discussions are already underway about how future cohorts might include those faculty who deliver instruction via online technology.

2.b. Supporting students with developmental academic needs.

Start:

8/1/2020

End:

7/31/2025

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:

40

Spring 2023 Semester Update:

Some progress has been initiated in this area. First, the concerning news: the Summer 2023 IMPACT data for those students who have registered for the IMPACT sessions (Troy Campus first time students for the Fall 2023) already shows strong trends for developmental placement. Through the first half of the IMPACT sessions, approximately 34% of the incoming students will need at least one developmental course and 40% will need both developmental Math and developmental English courses (what is termed "double developmental"). Overall, that means for the first four IMPACT sessions (half of the overall sessions), the current developmental placement is 74+% of the registered students. These numbers can fluctuate as some students retake their ACT exams and some retake their placement tests. But: this number of 70+% developmental placement continues a trend line of 3 years in a row of very high numbers. The students with this developmental are *not* college ready. While they may eventually be "college successful," they are beginning their college journey at disadvantage for learning.

To address some of these developmental concerns, the TROY 0095 class (a developmental course required for all double developmental students) has been revised to become TROY 1105 for the Fall. This TROY 1105 will incorporate the needed elements of TROY 0095 *and* the elements of TROY 1101, a long standing General Studies required course in student success. The TROY 1105 class will be a 3-hour class, will satisfy the General Studies requirement for TROY 1101 and will be required of all double developmental students. All 3 hours will count toward the 120 hours needed for a degree and the new course will not be classified as "developmental". Pending the success of this "bridge" course for developmental

students, conversations are already underway to create similar "bridge" courses for ENG 1101 and MTH 1112 for the Fall 2024.

2.c. Enhancing scholarship support for promising students.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Buddy Starling (bstar@troy.edu), Korrie Lynn Williamson (klwilliamson@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 2023 Semester Update:

Success of re-packaged scholarship program in Fall 2021 is assess each Fall - full assessment for this item will be captured in Item 1.g

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

Start:

8/1/2020

End:

7/31/2025

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:

50

Spring 2023 Semester Update:

Strong work, especially on the Troy Campus, continues in this area. Third fall retention for double developmental students has moved from an initial figure of about 20% (several years ago) to over 50% currently. While this number, in and of itself, is not dramatically high, the increase of over 30% retention for this seriously at-risk population is a considerable gain.

Current research analysis is centering on several key areas and completed analysis is expected by summer's end:

1. What impact, positive or negative, is being generated by the University's current practice of "Suspension-1, Suspension-2, and Indefinite Suspension"? In particular, how does the practice of suspension affect progression and degree completion? While it may appear obvious that suspension slows down progression, a real question here is what happens to degree completion? If the current suspension practices dramatically prevent a student from finishing a degree, it may be necessary to consider revisions to what "suspension" means and how it is executed. The suspension policy of the University, like most similar policies at most other institutions, is one that traces its lineage to a more historic time. The question is whether such policies are encouraging students to persist and complete their degrees or to simply abandon the efforts.
2. Term by term analysis of University students with T01, T02, M01, and D01 home locations, who also take TROY Online classes, is underway to examine the success rate of the online classes for these students. Initial, and very preliminary, analysis suggests that many of these students, especially those from the Troy Campus, who take online classes often fail to make a "C" or better in these classes. This data will need considerably more analysis and longitudinal depth. For now, the concern is that the data seems to suggest that some number of these students are not progressing in these classes, creating possible issues of overall academic progress and ultimately degree completion.

2.e. Revitalizing Leadership program.

Start:

8/1/2020

End:

7/31/2025

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:

35

Spring 2023 Semester Update:

1. Leadership Institute faculty continue to revise 2000 and 3000 courses within the leadership minor. Curriculum changes for these courses will be processed during the 2023-24 academic year.
2. Dr. Clifford Humphrey resigned his position as Executive Director of the Leadership Institute effective 31 May 2023. He will be taking a leadership job with the Florida College System. The Executive Director position was posted in early May 2023. The present goal is to have the position filled prior to 1 Aug 2023.
3. The Chancellor's Fellows successfully conducted a survey of TROY faculty relative to recognizing mental health issues among students and colleagues. The Fellows will

present their findings to the Chancellor's Cabinet at the May 2023 Cabinet meeting, with implementation of a mental health training program to follow in the 2023-24 academic year.

4. The university has approved two full-time tenure-track faculty positions for the Global Leadership PhD. These positions have been posted. The goal is to have both positions filled prior to 1 Aug 2023.

2.f. 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:

8/1/2020

End:

7/31/2025

Responsible Users:

Herbert Reeves (hreeves@troy.edu), Dendy Moseley (dwmosley@troy.edu), Brent Jones (brentjones@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:

50

Spring 2023 Semester Update:

No report provided

intentionally left blank

3. GRADUATE OUR STUDENTS

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.

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

Start:

8/1/2020

End:

7/31/2025

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 Customer Relationship Management (CRM) Advise super-users to provide support to Academic Services Associates (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 2023 Semester Update:

A three-tier advising system was implemented that allows ASAs (Tier I) to step up to an Advisor level (Tier II) once they have completed an extensive two-year training process and proven their ability to advise students. The Tier III level is the Professional Advisor level, which was established three years ago. This level must have a Master's degree and three years of experience advising online students.

Academic Services currently has 8 ASAs, 4 Advisors, and 7 Professional Advisors.

Professional advisors continue to work on special projects and assist with training series outside of the registration period.

3.b. Develop Hyflex model to provide students at the Dothan, Montgomery, Phenix City with the maximum opportunity to engage in courses with faculty.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Kerry Plamer (kjpalmer@troy.edu)

Performance Indicator:

Percentage completion:

25

Spring 2023 Semester Update:

No report provided

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Kimberly Shaver (kshaver@troy.edu)

Performance Indicator:

Results from Academic Services Associates (ASAs) making Active Not Registered (ANR) 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 Registration Reminder (RR) calls each term. These calls are made on Thursday of the last week of the registration period.

Percentage completion:

100

Spring 2023 Semester Update:

Working on Phase II of the "Take Another Look" project. Marketing is assisting with a "Return to Learn" initiative to reach out to students who are currently inactive dating back to 2018 to encourage them to contact us about re-evaluating their degree evaluations to see if we can help to

apply additional transfer credit through course substitutions, military or contract minors, updating their catalog, etc. to help them return even closer to graduating. These re-evaluations are a part of the Governor/ACHE's initiative to encourage adult learners to finish what they started. Through a \$5,000 grant received by ACHE, TROY Online Academic Services is working to reach adult students who have 80+ credits and encouraging them to return and finish their degrees. Marketing has set up a webpage for this initiative to include on a postcard that will be sent to students who have not attended since 2018. Data will be available for this phase of the project by the end of Summer semester 2023.

Term 3 & Term 4 2023 Callouts for Active Not Registered (ANR) students and Registration Reminder (RR) Calls.

Term	ANR Texts	ANR Registrations	ANR Enrollments	Credits	RR Texts	RR Registrations	RR Enrollments	Credits	Estimated Tuition Generated*
22/T1	294	79	119	346	156	34	51	151	\$192,836.00
22/T2	261	41	55	161	248	76	115	341	\$194,776.00
23/T3	199	11	15	45	204	39	57	162	\$80,316.00
23/T4	342	44	41	121	196	71	97	291	\$159,856.00
23/T5	232				237				\$0.00
Total	1328	175	230	673	1041	220	320	945	\$627,784.00

3.d. Adjust academic programs to meet emerging needs.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Kerry Plamer (kjpalmer@troy.edu)

Performance Indicator:

Percentage completion:

50

Spring 2023 Semester Update:

No report provided

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

Start:

8/1/2020

End:

7/31/2025

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:

50

Spring 2023 Semester Update:

Progress continues. The efforts of the Title III/Success Center on the MGM Campus is pushing out support, and ideas, for the University faculty and staff in their respective efforts to assist students. The JWS Center on the Troy Campus has 8 Academic Advisors, supported by three Program Advisors as well as specifically trained undergraduate and graduate students. Of concern for retention was the data for "Fall 2022 to Spring 2023" for the JWS Center on the Troy Campus. In the final year before the COVID crisis (Fall 2019 to Spring 2020), this retention for the JWS Center reached slightly over 90%. The current data for F22 to Sp23 showed a retention figure of about 74%. This Fall to Spring retention number is one data point in the larger Fall-to-Fall retention number (and the Fall-to-Fall number is what is typically reported as the University's "retention" figure). But: this kind of drop-off suggests that the Fall-to-Fall number may be less than in previous years. That data won't be available until later this year (after census date in the Fall).

3.f. 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:**

8/1/2020

End:

7/31/2025

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 2023 Semester Update:

We continue our efforts to build strong relationships with our alumni and friends. We promote involvement with the many events and programs TROY sponsors each year. Of course our Alumni Leadership conference that we have twice each year fosters continued relationships with our Alumni Board, chapter leaders and our Student Alumni Association. We are about to finish up our Trojan Tours across the state and panhandle of Florida and these have been successful in furthering our relationships and telling our TROY story. We continue to communicate with alumni in many ways such as e-mails, blogs, and social media - Facebook, Instagram, twitter. Our Alumni magazine is a great tool to reach alumni, donors and friends. Our 65 alumni chapters also help in the communication process and in strengthening relationships. These volunteers truly make a difference in the life of the Alumni Association.

We are currently in the Membership in May process which brings awareness to TROY and helps raise money that once again can be used to provide scholarships and meaningful programming for our alumni. We are also planning an event at Wesley Gardens, an assisted living facility in Montgomery, Alabama. TROY Day at Wesley Gardens - we will be calling Bingo and giving out TROY prizes. The event will be decorated with TROY paraphernalia and we will be creating good will while telling our TROY story. We are also bringing an event to The Waters in Pike Road, Alabama as well as Wynlakes in Montgomery, Alabama. We hope that we might be able to create new chapters from these new events as well as create more awareness of TROY through our new partnership with STROLL magazine which covers both these areas.

We are currently planning our Alumni Tailgates for the Fall - 6 at home and 4 away. We are also planning an alumni trip to New York City - October 12 - 15 as part of the TROY vs. Army football game - a bucket list for some of our alumni and friends. These activities also foster good will among our alumni and help make our relationships stronger.

Alumni of the Year nominations are due June 30, 2023. Alumni of the Year shine a definite light on our successful alumni and we can't wait to celebrate this year's class at Homecoming 2023. Our Military Appreciation Day also shines a wonderful light on the many service men and women that we are so very happy to honor. These two events bring honor to Troy University and make our alumni so proud that they want to come back home where they belong.

4. INTERNATIONALIZATION & DIVERSITY

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.

intentionally left blank

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Kerry Plamer (kjpalmer@troy.edu)

Performance Indicator:

Percentage completion:

25

Spring 2023 Semester Update:

No report provided

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:

8/1/2020

End:

7/31/2025

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:

85

Spring 2023 Semester Update:

- IDP Connect contract fulfilled and suspended
- 1-2-1 partnership agreements continue to drive prospect recruitment from across the globe in undergraduate programs such as computer science, graphic design, international relations, counseling and more.
- Website redesign of troy.edu in progress, emphasizing TROY's academic program offerings
 - New home page fully programmed into Omni CMS. The "EXPLORE OUR ACADEMIC PROGRAMS" section remains above the fold, and an academics icon has been added for an additional direct access point.
 - Program webpage template has been approved, and programming has begun.
 - Program grid webpage redesign approved, and logic strategy discussions continue prior to programming.
 - International microsite in the planning phase, with translated sites to follow.
- Search engine optimizations (SEO) to capture organic interest related to TROY's academic degree programs continue.
 - **44 total blog story features** that focus on SEO keyword strategies are curated across my.troy and troy.edu to serve as evergreen content by degree program and industry topics
 - **Program page optimizations** continue with a shift in focus on content creation, optimized for organic search, increased time on site, and application submission. Launch to coincide with the implementation of new program page templates.
 - Program surveys to aid in SEO content creation for the first 30-40 priority programs have been shared with academic stakeholders, with **20** returned completed to date. Content production is now in progress.
 - Program surveys for the remaining programs have been shared with academic stakeholders.
- Admissions collateral materials redesigned to feature academic offers, accolades and more. Updated assets will also be repurposed for international audiences as shareable digital files.
- Trade show support materials, including pop-up banners, flyers, brochures and posters created for specific opportunities throughout the year.
- New freshmen influencer event in planning stages with 1st annual kickoff scheduled for Summer 2023.

4.c. Increase faculty and staff minority leadership.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Kerry Plamer (kjpalmer@troy.edu)

Performance Indicator:**Percentage completion:**

5

Spring 2023 Semester Update:

No report provided

4.d. Expand TROY’s successful educational outreach in South-East Asia.**Start:**

8/1/2020

End:

7/31/2025

Responsible Users:

Sohail Agboatwala (agboat@troy.edu), Linda Frigge (lfrigge@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 2023 Semester Update:

Enrollment numbers for our sites in Vietnam and Malaysia keep growing.

22 Summer, 22 Fall, 23 Spring

Admissions	278
Enrollments (individual course registration count)	2306
Headcount (unduplicated headcount)	871
Credit Hours	6,854

The target number of 695 for 2022-2023 has been exceeded by 25%. We just opened up 23 Summer and enrollment has already exceeded 22 Summer enrollment numbers. The summer enrollment will commence on June 26th, 2023.

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

8/1/2020

End:

7/31/2025

Responsible Users:

Sohail Agboatwala (agboat@troy.edu), Sarah McKenzie (semckenzie@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:

60

Spring 2023 Semester Update:

1. The agreement mentioned in the 22/FA report was finalized along with 4 additional exchange partner agreements.
2. International recruiters are forwarding multiple prospective partners and have been asked to focus on Latin America as the bulk of TROY's partners are in Europe. The challenge with Latin America, especially South America, is finding universities that teach in English.
3. Five faculty and I traveled to Coventry University over spring break 2023 and were impressed with the opportunities that this university could provide all TROY students but

especially health science students. An agreement is in process with the hope of being able to send students, individually or with a faculty leader, starting in AY 23/24.

4. Twenty-four participants traveled to South Africa with the Global Leadership PhD program. Another cohort will be going to Vancouver in October 2023.
5. To date 97 participants have traveled on 5 faculty educational experiences and 7 have engaged in semester exchanges. There are 11 additional faculty led programs departing May - July 2023 with approximately 10 other students participating in summer programs abroad.

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

Start:

8/1/2020

End:

7/31/2025

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:

78

Spring 2023 Semester Update:

The majority of the QEP has been implemented. Additionally, we have added components such as a podcast hosted by Drs. Ledet and Broyles to discuss the overall topic with a variety of guests. The second annual report will be released soon for review.

4.g. TROY will continue to enroll and graduate one of the most diverse student populations in Alabama's higher educational system.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Buddy Starling (bstar@troy.edu), Toby Killcreas (tkillcreas@troy.edu)

Performance Indicator:

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

Percentage completion:

30

Spring 2023 Semester Update:

Assessment of the racial breakdowns (a voluntary field on the application) of new students is provided each Fall as part of End of Cycle Report.

Tracking new starts for purposes of determining persistence to graduation is not a responsibility of Enrollment Management.

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

James Bookout (jbookout@troy.edu)

Performance Indicator:

Percentage completion:

100

Spring 2023 Semester Update:

No report provided

intentionally left blank