TROY UNIVERSITY

2020-2025 Strategic Plan
2024 Fall Update

Recruit – Retain – Graduate – Internationalization and Diversity

Published February 2025

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Troy University
2020-2025 Strategic Plan
Fall 2024 Executive Summary

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Recruitment

Fall 2024 continued the upward trend in new start enrollments. The Enrollment Office produced a total of 19,560 applications for admission this Fall 2024, an increase of approximately 9% from Fall 2023. A large portion of the increase was driven by Troy campus applications, both domestic and international, with TROY Online showing a healthy application increase as well (just under 20%).

Troy University's Office of Marketing and Communication is working to identify Academic Priority Programs identified by Deans and approved by the Provost to feature in all promotional support categories with a focus on the targets of Grad Online, UG Online, Traditional UG/Transfer Troy Campus, and Grad Troy Campus.

Troy University has finalized partnerships with two universities in Ecuador, one in Mexico, one in Macedonia, one in Japan, and seven in Germany, giving TROY a total of 43 exchange partner universities for TROY students to study with.

The Department of Teacher Education recently partnered with the City of Troy/Troy City School to create "TROJANS TEACHING TROJANS." This partnership will allow current teacher candidates to gain valuable field experience through semester long internships. Also, these students are receiving scholarship support from the City of Troy for participating in this program.

The Office of Enrollment saw an incline in the overall awarding of scholarship funding. Our acceptance to transmit funding for the fall of 2024 was 82%; with continued growth in enrollment, there will be an upward trend in accepted to transmitted scholarships.

The Office of Marketing and Communication engaged Carnegie Dartlet LLC of Westford, MA, in a strategic deep dive with current students, faculty, staff, alumni, and more conducted on the Troy Campus. From the deep dive, a creative campaign development is in progress, with plans to launch in Spring 2025.

Overall, military enrollments are up by 44% in Fall 24 compared to Spring 2024. Our new initiatives and benefits have resonated well with the Army, Air Force, and Navy.

The Office of Development, in 2024, established 11 new endowed scholarships and launched a new Legacy Giving Website.

Retention

The Retention Committee is re-designing the approach taken by the University to teach developmental courses during the traditional academic day and putting in place new testing requirements for the present admission cycle.

The Leadership Institute is developing bachelor's and master's programs to launch in Fall 2026. The practitioner focused master's in Executive Leadership and Strategic Operations with the partnership of the Sorrell College of Business to create the foundation for the proposed master's program.

Graduate

Academic Service added five campus Professional Advisors, one for each college. These advisors work inside the college and advise campus students who have declared a major and are non-developmental through their first 30 hours.

3.d. The development of a proposal for ACHE approval to transition BS EET to Engineering with a concentration in Electrical. Global Leadership - Global Healthcare Leadership will begin in Term IV 2025.

3.f. The Alumni Association hosted the Alumni of the Year Society during Homecoming 2024; this year, 28 former alumni of the year attended and formed a chapter with plans to meet consistently.

Internationalization & Diversity

4.a. The Global Leadership PhD program had five graduates in December 2024, with the rest of the first cohort students preparing to defend for graduation in May 2025. The GL faculty has started work to establish a Global Leadership journal.

4.e. The Study Abroad office is now offering an external provider to coordinate study abroad opportunities for short-term study abroad.

4.f. The University's implementation of the QEP "Internationally Aware, Globally Prepared" is now moving towards permanent implementation via the Global Scholars Honors Program.

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.

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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.

Left blank intentionally

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

Start:
8/1/2020

End:
7/31/2025

Responsible Users:
Blake Bedsole (cbbedsole@troy.edu)

Performance Indicator:

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

Percentage completion:
90

Fall 2024 Semester Update:

Fall 2024 (T1/FA24)

Fall 2024 continued the upward trend in new start enrollments.

A total of 19,560 applications for admission were produced for Fall 2024, an increase of approximately 9% from Fall 2023.A large portion of the increase was driven by Troy campus applications, both domestic and international, with TROY Online showing a healthy application increase as well (just under 20%).

Goal attainment for applications submitted was well over 100%.

Admits for Fall 2024 totaled 12,353, compared to 11,005 for the previous fall, representing a 12% increase in the overall admitted student pool.

Troy campus accounted for 9,520 admits, 77% of total admits.

Overall New Starts (3,838) increased 3.8% over Fall 2023.

New Starts, by location:

Troy Campus UG: 3.6% increase

Troy Campus GR: 42% decrease (40 vs. 69)

International: 48.7% increase

Troy Online (overall): 17% increase

Alabama Satellite Campuses: 60.5% decrease in-person

Fall 2024 (T2)

A total of 1,481 applications for admission were produced for Fall 2024 (T2). Goal attainment for applications submitted was 81%.

Admits for Fall 2024 (T2) totaled 886, down from the Fall 2023 T2 mark (-18.5%)

Overall New Starts decreased 12.9% from Fall 2023 (T2).

EM funnel reports for Fall 2024 start terms are attached for more detailed information.

Attached Files
  Targets - Fall 2024 (24FA & 24T1) - edited for 8.20.24).xlsx
  EM Funnel T2 (10.21.24).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:
100

Fall 2024 Semester Update:

This has been completed.

1.c. Increasing the visibility of our academic programs.
Start:
8/1/2020

End:
7/31/2025

Responsible Users:
Samantha Johnson (johnson@troy.edu),Leslie Anne Scrushy (lscrushy@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:
95

Fall 2024 Semester Update:

- Website redesign of troy.edu continues with VisionPoint Marketing with academic colleges and program features as a top priority for Fall 2024.
  - Published new, custom microsites for 5 Academic Colleges (Arts & Sciences, Business (Sorrell College), Communication & Fine Arts, Education, Health Sciences) with featured programs highlighted above the fold on each.
  - Integrated new online catalog into all academic program webpages.
  - Launched new International program microsite with academic program features above the fold.
  - Building new program grid into Web CMS with expanded filter and search capabilities

- Search engine optimization (SEO) of website program pages and blog articles continues with VisionPoin with new content earning premium organic (non-paid) search results.
  - 6 new blog articles and 22 program pages created in the past six months.
  - 4 new blog articles were published in the past six months.
  - 4.57% increase achieved in visibility for our target keywords in the past six months.
  - The average keyword position for TROY has moved up almost 6 positions for our target keywords.
  - Organic traffic has accounted for 297,650 conversion events since June 2024.
  - The average engagement time per active user on the site has consistently increased, now averaging 2 minutes 43 seconds (about a 35.7% increase site-wide and 8.7% increase for program pages in the same timeframe YOY).
- Troy University's office of Marketing and Communication issued a request for proposal (RFP#24-009) for Marketing and Creative Services in 2024.
  - Carnegie Dartlet LLC of Westford, MA, was awarded the Digital Agency of Record designation. EAB of Washington, DC, was awarded the Enrollment Marketing Agency of Record designation. Big Com of Birmingham, AL, was awarded the Traditional Media Agency of Record designation.
  - Strategic deep dive with current students, faculty, staff, alumni and more conducted on the Troy Campus.
  - Creative campaign development is underway, with plans to launch in Spring 2025
- Academic Priority Programs identified by Deans and approved by the Provost to be featured in all promotional support categories with a focus on the targets of Grad Online, UG Online, Trad UG/Transfer Troy Campus, Grad Troy Campus.

1.d. Increasing Study Abroad opportunities

Start:
8/1/2020

End:
7/31/2025

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

Performance Indicator:

Percentage completion:
90

Fall 2024 Semester Update:

One Troy student is studying abroad in the UK this semester. Since 24/SP, we have finalized partnerships with 2 universities in Ecuador, 1 each in Mexico, Macedonia and Japan, and 7 in Germany which gives Troy a total of 43 exchange partner universities.

There are 6 faculty led programs traveling this semester with approximately 73 participants.

1.e. Increasing internships through engagement with business leaders and alumni.
Start:
8/1/2020

End:
7/31/2025

Responsible Users:
Lee Vardaman (vardaman@troy.edu), Kerry Palmer (kpalmer@troy.edu)

Performance Indicator:

Percentage completion:
90

Fall 2024 Semester Update:

Sorrell College continues to work on improving relationships with business partners through our Corporate Collaboration efforts led by Stan Blankenship. The departments continue to have strong placement of interns with new and existing business partners, including in Risk Management Insurance (many firms where alumni of our program now work), Accounting (where 20-25 students will intern with new/existing partners in Spring 2025, and a new partnership with Carr, Riggs, and Ingram will see a number of professionals in the Accounting industry pursue a MAcc degree at TROY) and Management (new internship opportunities for students at firms such as Hyundai).

The Department of Teacher Education recently partnered with the City of Troy/Troy City School to create "TROJANS TEACHING TROJANS". This partnership will allow current teacher candidates to gain valuable field experience through semester long internships. Also, these students are receiving scholarship support from the City of Troy for their participation in this program

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

Fall 2024 Semester Update:

We steadily use Alumni Board members and chapter leaders as successful recruiters of students to Troy University. The Alumni Board has as its number one goal - obtaining and maintaining scholarship dollars for use in recruiting students. The Alumni Board created a $50,000 Legacy Scholarship a few years back and decided to add $50,000 this year while the alumni chapters raised over $70,000 in scholarship money while giving local scholarships over and above that amount. Ten chapters now have endowed scholarships while several others are working toward that goal. The Pike County Alumni chapter gave $5,000 toward an endowment to name after Mike Amos who is retiring from TROY on December 31st. The Alumni Association has mailed a solicitation letter for the Pike County chapter to raise more funds in Mike's honor before years end.

At the two Alumni Leadership conferences that the Alumni Association hosts each year, we give chapters the tools they need to recruit alumni and speakers to help motivate them in that direction. Our next Alumni Leadership conference is set for February 1, 2025

We encourage chapters to give these scholarships out in public so that other potential students know that TROY gives these type scholarships and for awareness within their areas of TROY University as a potential school for these students.

As the Alumni Director, I work with Kerrie Hill regarding giving Alumni Scholarships to help recruit the brightest and best students and I also work with Admissions to send alumni to award scholarships on Awards Day, etc.

Our Student Alumni Association also helps raise money for scholarships and points us to students that we need to recruit to come to TROY.

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:
Blake Bedsole (cbbedsole@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:
90

Fall 2024 Semester Update:

We have seen an incline in the overall awarding of scholarship funding. Our accepted to transmit funding for the fall of 2024 was 82%, so we will continue to see growth with these if our enrollment numbers stay on an upward trend.

With the announcement of the Transfer Presidential Scholarship for the Alabama Community College System (ACCS) being announced in the spring of 2024, we were not able to fully capitalize on it for this fall semester. With the hiring of a transfer-specific recruiter, those numbers will increase significantly in future years. This scholarship will continue to strengthen the ACCS relationship by allowing the community college president (at each location) the opportunity to select one student from their college to receive this award. The revamping of the Transfer Merit and Online Transfer awards to ONETroy Transfer and Phi Theta Kappa continue to show growth and improvement.

The following are the numbers for the Fall of 2024 incoming freshman and transfer students. These numbers are subject to change pending spring enrollment numbers.

Scholarship	Accepted to Transmitted
Chancellor's	94%
Trojan Leadership	89%
Troy Legacy	86%
ONETroy	78%
Trojan Opp *	70%
Scholars Tier II	100%
Scholars Tier I	97%
Sunshine Scholars	77%
PTK (Transfer)	86%

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:
50

Fall 2024 Semester Update:

For the academic year 2025-2026, students can begin submitting their FAFSA on December 1, 2024. The annual setup for the 2025-2026 financial aid award year will be completed by November 2024. The Department of Education hopes to begin allowing schools to import ISIRs in January 2025.

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), Leslie Anne Scrushy (lscrushy@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

Fall 2024 Semester Update:

Troy University's office of Marketing and Communication issued a request for proposal (RFP#24-009) for Marketing and Creative Services in 2024 to launch a renewed and enhanced advertising campaign during AY2024-2025 that engages student prospects.

Carnegie Dartlet LLC of Westford, MA was awarded with the Digital Agency of Record (AOR) designation as a result.

Strategic deep dive with current students, faculty, staff, alumni and more conducted on the Troy Campus.

Creative campaign development is in progress, with plans to launch in Spring 2025.

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:
Blake Bedsole (cbbedsole@troy.edu)

Performance Indicator:

New Starts - compared to previous term

Percentage completion:
90

Fall 2024 Semester Update:

For Fall and T1 2024, online new starts increased to 1,696 (compared to 1,449 the year prior).

For Fall 2024 T2, online new starts dipped slightly (573 vs. 626 year prior).

Attached Files
[EM Funnel T2 (10.21.24).xlsx](#)
[Targets - Fall 2024 (24FA & 24T1) - edited for 8.20.24).xlsx](#)

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:
Blake Bedsole (cbbedsole@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:
35

Fall 2024 Semester Update:

Overall, military enrollments are up by 44% compared to Spring 2024. Our new initiatives and benefits have resonated very well with Army, Air Force and Navy.

Fall 2024/Term 1&2 Military Applications:

	Air Force	Army	Coast Guard	Marines	Navy	Space Force
Submitted:	786	1384	39	157	233	23
Admitted:	517	925	24	94	154	10
Enrolled:	328	481	14	61	86	9
Spring total Military enrollments:	680					
Fall total military enrollments:	979					

1.l. 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 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:
100

Fall 2024 Semester Update:

In 2024, we established 11 endowed scholarships with the 11 current scholarships for 22 combined.

We have launched a new Legacy Giving Website.

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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.

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2.a. Improving success among part-time students.
Start:
8/1/2020

End:
7/31/2025

Responsible Users:
Kerry Palmer (kjpalmer@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:
75

Fall 2024 Semester Update:

The university's Retention Committee continues to identify part time students as a high risk segment of the population. Strategies are being developed to keep these students engaged and to reach out to part time students who have stopped out. Data should be available outlining the success of these retention initiatives by the conclusion of the 2024-25 academic year.

2.b. Supporting students with developmental academic needs.
Start:
8/1/2020

End:
7/31/2025

Responsible Users:
Kerry Palmer (kpalmer@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:
75

Fall 2024 Semester Update:

The university's Retention Committee is presently in the process of completely re-designing our approach to developmental students. Positions have been approved for English and math lecturers to be hired to teach developmental courses during the traditional academic day, and new testing requirements are now in place for the present admission cycle.

2.c. Enhancing scholarship support for promising students.
Start:
8/1/2020

End:
7/31/2025

Responsible Users:
Blake Bedsole (cbbedsole@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:
90

Fall 2024 Semester Update:

Foundation Scholarships for the AY2024 academic year totaled $1,065,624.83, continuing the trend of increasing foundation awards over the previous year.

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:

Kerry Palmer (kjpalmer@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:

60

Fall 2024 Semester Update:

As part of the university's Retention Initiative, academic suspension protocols are being evaluated and updated. The goal is to offer academic assistance before placing a student on a suspension from which they may never return. These new protocols will be further developed during the spring semester of 2025, and will be ready for full implementation fall 2025.

2.e. Revitalizing Leadership program.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Fred Figliano (ffigliano@troy.edu), Joel Frank Hammonds (hammonds@troy.edu)

Performance Indicator:

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:

85

Fall 2024 Semester Update:

Revitalizing Leadership Program
14 November 2024

Area 1
1. The course is going well and some revisions are being made.
2. The curriculum is being revised to meet larger class sizes and more sections in person and online.
3. LDR2200 continues to be revised. Some topics in LDR1100 are being moved to LDR2200.

This is to reinforce the concepts and expand the practical application of the material in LDR2200.

4. Continue to expand program offerings within the Leadership Institute. Developing a major and master's programs to launch Fall 2026.

5. Exploring the development of a major which combines management, entrepreneurialism and leadership. This would be focused on giving traditional and non-traditional students the tools to develop their own small businesses.

6. Developing a practitioner focused master's in Executive Leadership and Strategic Operations. As part of the program, considering master's level business classes from the Sorrell College of Business to migrate to the Leadership Institute to become the foundation for the proposed master's program.

Area 2

1. Leadership Development minor is a concentration in the Global Business program.
2. Beginning to expand responsibilities and programs reporting to the Leadership Institute.
3. Continuously providing individual class instruction to different non-leadership classes. For example, all College of Education Pre-TEP students are taught about their personalities, what they are and how they might be more effective in a K-12 classroom.

Area 3

4. Continued to expand relationships with Youth Leadership Development Programs (YLDP) and the adult equivalents.
5. Forged a relationship between Troy and the American Village Citizenship Trust which resulted in Troy University and the American Village co-hosting the 1st annual Trojan Patriot Academy. Plan to expand program to include more high school students from around the state of Alabama in June 2025.

Area 4

1. Currently not affiliated with the program.

Area 5

1. The Leadership PhD is going well.

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), 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 initatives
6.   Involvement in the campus wide commitment to diversity and inclusion
7.   Partnering with Troy University athletics
8.   Continued growth in the role of student ambassadors
9.   Introduce new technologies to aid in the student leadership process

Percentage completion:
50

Fall 2024 Semester Update:

No update report available in this reporting cycle

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.

Left blank intentionally

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

Fall 2024 Semester Update:

Five additional campus Professional Advisors were added, one for each college. These advisors work inside the college and advise campus students who have declared a major and are non-developmental through their first 30 hours. Developmental and undecided students still have access to assigned advisors located within the John W. Schmidt Advising Center.

Adding these professional advisors to the colleges ensures students can easily seek assistance before or after class as they go about their day. Having these advisors in the colleges also allows faculty advisors the ability to refer students to a professional advisor for assistance with forms and processes they are not familiar with.

These five advisors have been trained to use the CRM Advise system to track their work with campus students. They will also conduct retention projects to help retain campus students similar to the work done by the ASAs with online students.

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:

Lee Vardaman (vardaman@troy.edu), Kerry Palmer (kjpalmer@troy.edu)

Performance Indicator:

Percentage completion:

75

Fall 2024 Semester Update:

Sorrell College continues to use HyFlex delivery for its graduate programs (MAcc, MBA, MA Econ) on the Troy campus. They do not currently use HyFlex delivery on the other Alabama campuses.

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

Fall 2024 Semester Update:

Online Retention Efforts for Fall 2024:

<u>Active Not Registered (ANR) Calls</u>
Students contacted- 3,638
Students Registered- 666
Course Enrollments - 937
Credit hours- 2,743
*Estimated Tuition- *$1,163,032*

<u>Registration Reminder (RR) Calls</u>
Students contacted- 2,224
Students Registered- 832
Course Enrollments- 1,280
Credit hours- 3,716
*Estimated Tuition- *$1,575,584*

<u>Business Office Hold Waivers</u>
Students contacted- 196
Students Registered- 35
Registrations- 53
Credit hours- 161
*Estimated Tuition- *$68,264*
Estimated tuition is conservatively based on the undergraduate rate

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Lee Vardaman (vardaman@troy.edu), Kerry Palmer (kjpalmer@troy.edu)

Performance Indicator:

Percentage completion:

90

Fall 2024 Semester Update:

A proposal has been developed for ACHE approval that transitions EET to Engineering with a concentration in electrical. In the future, computer engineering may be added as a concentration.

Global Leadership- Global Healthcare Leadership will begin being offered Term 4, 2025. MA in Arts Administration and a new Analytics concentration in the MBA program will begin Fall 2025.

MS in Kinesiology will close concentrations in Exercise Physiology and Strength and Condition and add Applied Physiology. This new concentration will be a blended Troy Campus and online program.

A five-year accelerated degree path combing the BS in Interprofessional Health Sciences and MS in Athletic Training to include a new minor in sports medicine will begin Fall 2025.

The Student Affairs Counseling, Substance Abuse Counseling, and MA in Economics programs will be discontinued effective Fall 2025

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

Start:

8/1/2020

End:
7/31/2025

Responsible Users:
Kerry Palmer (kjpalmer@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:
75

Fall 2024 Semester Update:

The university's Retention Committee is recommending a re-structure of the John W. Schmidt Center for Student Success. Efforts will continue to enhance and improve initiatives designed to increase retention.

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

Fall 2024 Semester Update:

The Alumni Association is continually working to build strong relationships with alumni and donors.

The Alumni Association hosted eight alumni tailgates this fall - six at home and two away. Memphis and South Alabama were the two tailgates we hosted outside TROY. All of these tailgates help build relationships with the alumni and donors who attend.

We also host alumni and donors in the Alumni football skybox and host at least two boxes for the alumni during basketball season. During baseball season we plan to host an event for alumni as well.

Homecoming 2024 was a great way for us to connect with our alumni as so many come back to campus. We hosted our Alumni of the Year Society this year and 28 former alumni of the year attended. This group will now become a chapter and will meet on a consistent basis. We also hosted our Alumni of the Year and their families for the Alumni of the Year breakfast and several other events. As it has been for some years now, the Alumni House was used to welcome alumni back home on Friday evening before Homecoming and many alumni and friends participated in the Trojan Tailgaters Alumni Scholarship Ball.

We partner with Athletics on many events throughout the year to bring alumni home and keep them engaged. We are looking forward to working with them on the Basketball Letter Winners event that will be February 1, 2025 and will feature Mike Amos Day as he retires from the university.

We are again looking forward to partnering with Jersey Mikes for a fundraiser in March 2025. Last year we raise over $13,000 in scholarship dollars from this event and brought awareness to Pike and Montgomery County alumni about TROY while raising much needed money for the cause.

These are an example of just a few ways we work to build alumni relationships and engage them within the life of the university.

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.

Left blank intentionally

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:

Fred Figliano (ffigliano@troy.edu), Joel Frank Hammonds (hammonds@troy.edu)

Performance Indicator:

In 2023 Fall, the College of Education saw a need to focus and measure other Indicators to complete the 2020-2025 Strategic Plan Action Item of the Doctoral Program in Global Leadership.

1. Establish a cohort tracking system for students in the Global Leadership PhD program which establishes application rates, admission rates, and matriculations.
2. Hire sufficient full-time faculty to support course delivery, methodological support, and dissertation supervision.
3. Establish a Global Leadership journal.

Percentage completion:

66

Fall 2024 Semester Update:

Global Leadership Strategic Plan Review 2023 – 2024

The Global Leadership PhD Program provides opportunities for working professionals to pursue a doctoral degree in Global Leadership. As an internationally positioned institution, Troy University's (TROY) mission and goals include promoting a global mindset and interacting with leaders worldwide in order to expand global awareness and intercultural competence for global leaders. Troy University has a distinguished international reputation for producing leaders in education, business, government, and the non-profit sector.

The Global Leadership PhD program supports the mission and strategic plan of Troy University in a meaningful way as the success of the Global Leadership PhD Program, a university signature program, both improves the prominence of the College of Education and Troy University, and positions Troy University for success in the growth of doctoral programs in a highly competitive higher education marketplace.

The Global Leadership PhD program offers an exceptional education informed by diverse worldviews. Students are our top priority. We develop future global leaders and innovators who advance global knowledge and who can cultivate and apply understandings of diverse cultures and perspectives.

The Global Leadership PhD program is designed for professionals in leadership positions in today's complex work environments: private and public, domestic and international. The program aims to develop leadership skills and competencies. Students acquire a mastery of theory and practice as well as a background of knowledge in research, policy analysis, human capital development, and their application including developing systems to create and effectively lead organizational change, facilitation of global teams, effective communication, and improving organizational effectiveness. Students complete core coursework and specialize in Organizational Leadership.

Strategic Successes

1. The Global Leadership PhD Program is the second largest Global Leadership PhD Program in the U.S.

2. Troy University is the only public university with a Global Leadership PhD Program in the U.S.

3. A major competitive advantage for Troy University is program tuition is the lowest for a Global Leadership PhD Program in the U.S.

Institutional Distinctions

1. To build further prestige in Troy University in the Global Leadership PhD program, the College of Education has initiated a partnership with the College of Health and Human Services to expand interdisciplinary programming.

2. The College of Education continues to enhance responsiveness to student needs in terms of programming.

3. Thus in 2023-2024, the College of Education explored the addition of new specializations.

4. The College of Education in collaboration with the College of Health Sciences will open a Global Healthcare Leadership Specialization in Spring 2025.

Academic Experiences for Students

1. The College of Education continues to provide opportunities for students to participate in campus-based optional opportunities such as Immersion Weekend.

2. The College of Education continues to build an identity to leverage interest in Global Leadership programming by providing faculty-led international practicums as well as supporting individual international experiences.

Strategic Growth

1. The College of Education is working to market the recognition of a strong returns on educational investments through the use of student-initiated statements about "Return on Investment."
2. The College of Education is working to expand the leadership and the interaction of the Global Leadership PhD Program with other Global Leadership programs in the U.S. and internationally.

Program Summary

1. The Program was proposed and accepted in 2019, and opened in August 2020.
2. The Program is delivered in a totally online asynchronous format.

3. There are two admissions per year for Global Leadership: Organizational Leadership in Fall and Spring.

The Global Healthcare Leadership Specialization will add a third admission point in the spring of each year.

·Applicants must have a Master's Degree reflecting a 3.0 grade point average.

·No GRE or other assessments are required.

·Tuition is $550 per credit hour with no changes since the program opened.

·While some textbooks are required, open educational resources are used in many courses.

·The Troy University library provides a large number of digital resources for student use.

Enrollment

The Global Leadership PhD Program has exceeded projected enrollment. Enrollment projections were based on the Global Leadership PhD Proposal to the Alabama Commission on Higher Education approved in 2019.

Table

Projected Enrollment for the Ph.D. in Global Leadership 2019

Global Leadership PhD Program	Year 1 8/2020-8/2021	Year 2 8/2021-8/2022	Year 3 8/2022-8/2023	Year 4 8/2023-8/2024	Year 5 8/2024 - 2025	Average
Projected Enrollment	12	12	12	12	12	12
Enrollment by Cohort						Active Enrollment
Fall cohort	Cohort 1 - 15	Cohort 3 - 8	Cohort 5 - 10	Cohort 7 - 8	Cohort 9 – 10	102
Spring cohort	Cohort 2 - 13	Cohort 4 - 10	Cohort 6 - 5	Cohort 8 - 12	Cohort 10– 11	

Graduation Requirements

1. Students must complete 63 credit hours and successfully defend a dissertation.

2. The initial cohort of 14 students, Cohort 1, are enrolled in dissertation classes and in the process of defending dissertations. Cohort 2 students (14) and Cohort 3 students (8) are also enrolled in dissertation classes and have started defenses.

3. Required dissertation defenses:

    Prospectus Defense – Chapters 1 &

    Proposal Defense – Chapter 3

    Conducting Dissertation Study

    Final Defense – Chapters 1-5

Table 2

Dissertation Defense Completion Data

Defenses Completed 11/2024	Passed	Scheduled – Spring 2025
Defense #1 - Prospectus	14	3
Defense #2 - Proposal	11	1
Conducting Study		
Defense #3 - Final	4	8
Graduation	4 (Dec 2024)	

Table 3

Degree Completions and Graduation Rates

Projected Degree Completions	Year 1 (2020-2021)	Year 2 (2021-2022)	Year 3 (2022-2023)	Year 4 (2023-2024)	Year 5 (2024-2025)	
	N/A*	N/A*	N/A*	5	8	

Notes:

1. While students pursuing the 63-credit hour program can complete the course requirements in 4 years, it is unlikely students can complete the program in years 1, 2, or 3.
2. Estimates for program completion are based on students completing 16 credits per year in years 1, 2, and 3, and 15 credits in year 4 and successfully defending a dissertation.

Return on Investment

1. Not all first cohort students have completed their final defense, four students have been accepted positions as "ABD" (all but dissertation). Position requirements include completing the required degree elements and successful defense of the dissertation.

2. Additionally, one student has been accepted for a US government position contingent on completion of the Ph.D.
3. There will be 5 graduates by December 2024. Additional graduates will complete the program by May 2025.

Fall 2024 Update:

Strategic Plan Objectives for 2020 – 2025

1. Global Leadership PhD student application rates, admission rates, and matriculations are tracked.

2. Additional full-time faculty hiring is in process. Two Professors of Practice have been added to the program.

3. Faculty in the program are working to establish a Global Leadership journal.

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),Leslie Anne Scrushy (lscrushy@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:
90

Fall 2024 Semester Update:

Acumen's international campaign assets for Google and Meta were created and approved. Custom landing page for prospects from India created with RFI form and published at troy.edu/international/india.

Campaign schedule to launch December 2024.

4.c. Increase faculty and staff minority leadership.
Start:
8/1/2020

End:
7/31/2025

Responsible Users:
Dionne Rosser-Mims (drosser-mims@troy.edu)

Performance Indicator:

Percentage completion:
5

Fall 2024 Semester Update:

No update report is available at this time.

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

Fall 2024 Semester Update:

The Fall 2024 assessment of enrollment numbers for the Southeast Asia teaching sites.

24 TFA	Admit	Enrolled	Credit Hour	Head Count
VNU-IS	2	197	591	99
UEB	92	755	2165	410
HUST	181	1029	3087	501
DTU	0	68	204	34
*SEGI	n/a	2	6	2
*STU	0	0	0	0
Totals	275	2051	6053	1046

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:
90

Fall 2024 Semester Update:

1 & 2 Done

3. Centers are difficult to create or find for multiple disciplines. DAP and Digging Vada continue to be beneficial centers for Dance and Anthropology students. CRIT and the GLOL PhD program are taking masters level students to an annual conference each year.

4. Done

5. In 23/24, 340 participants went abroad. This number does not include 20 TRIO students who went to Puerto Rico. Using the 340 number itself reflects a more than 10% increase in study abroad participants from 22/23 (300 participants). Faculty led programs went from 16 in 22/23 to 19 in 23/24 with an expected 24 in 24/25.

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:

85

Fall 2024 Semester Update:

The QEP has been implemented and we are moving towards permanent implementation via the Global Scholars Honors Program. While the HP will not completely mirror the QEP, the SLOs and research abroad will continue in the HP. The colleges will determine if they will continue the QEP beyond the 5th year report.

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:

Blake Bedsole (cbbedsole@troy.edu)

Performance Indicator:

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

Percentage completion:
90

Fall 2024 Semester Update:

Overall AY2024 Funnel Activity by Race.

Applications Submitted (%)

- White: 39.98%
- Black/African American: 35.37%
- Other (American Indian/Alaskan Native, Asian, and Native Hawaiian/Pacific Islander): 1.69%
- Unknown/Not Given:22.95%

Applicants Admitted (%)

- White: 45.01%
- Black/African American: 32.99%
- Other (American Indian/Alaskan Native, Asian, and Native Hawaiian/Pacific Islander): 1.76%
- Unknown/Not Given:20.24%

Applicants Enrolled (%)

- White: 49.57%
- Black/African American: 35.88%
- Other (American Indian/Alaskan Native, Asian, and Native Hawaiian/Pacific Islander): 2.15%
- Unknown/Not Given:12.4%

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

Start:
8/1/2020

End:
7/31/2025

Responsible Users:
Jody Cebina (jcebina@troy.edu)

Performance Indicator:

Percentage completion:
100

Fall 2024 Semester Update:

In Fall 2024 there are no students residing in their home countries pursuing an online degree from Troy. International students value the experiences that an education in the US provides. For those that do want to study from home, the competition is extremely high. There are likely hundreds of providers that offering similar degree programs online at a cost much less than Troy. Additionally, Troy would likely need to invest significant funds to conduct targeted marketing in particular locations. One opportunity may be to utilize the brand recognition that exists in the international locations where Troy has a physical presence. Between reporting periods, we will engage the AVC for Enrollment Management to discuss if the idea remains feasibile.