Troy University

2020-2025 Strategic Plan
2022 Spring UPDATE

<div align="center">

Executive Summary
Strategic Plan
2022 Spring Update Report

</div>

Recruitment

The Worldwide Open House was the primary recruitment tool used during the Spring of 2022. New Starts on the Phenix City campus increased by 21%, the Montgomery campus increased by 14%, on the Troy campus graduate students increased by 8%, and international students increased by 166%. The applications for admission were comparable to the 2021 Spring.

The Marketing and Communication office optimized the content and structure of 21 priority program webpages on troy.edu for Search and Engine Optimization (SEO) to maximize the organic and paid search performance and engagement. A new program/careers feature section was added to the home page of troy.edu to show students and families the programs offered at TROY.

From the advertising campaign launched during the 2020-2021 academic year, Troy University's *Lead Change* campaign continues with the first anniversary having been reached in May 2022.

The Office of Development established three new endowed student scholarships in Spring 2022 in order to continue offering more financial opportunities to future and current students. Two commitments of $25,000 have created two of the foundation scholarships, and another previously established fund formed the third foundation scholarship.

Retain

The Office of First-Year studies is working to develop "concurrent workshops" through a workgroup in Summer 2022. A concurrent workshop would allow the developmental student to enroll in a degree-credit course (ie, ENG 1101) and a concurrent program workshop. The initiation of these expected changes to the delivery of developmental courses will be in Fall 2023.

Students offered and receiving foundation scholarships continues to rise. The Office of Admissions is working to advertise the scholarship program and Foundation Scholarships to qualified students. Admissions officers often meet with current students performing well at TROY and needing additional assistance. Admissions continues to track offered awards to transmitted awards, allowing The Office of Admissions to utilize more Foundation Scholarships than in recent years. As of Spring 2022, TROY Foundation Scholarships transmitted 559 scholarships of the 601scholarship offered. The amount transmitted was over $900,000.

First-year retention efforts have matured through regular review, revision, and evolution. "Third-year fall retention" has increased for developmentally placed students, from a low of 20% to a retention rate now in the 60% range.

The Institute for Leadership Development changed its name to The Institute for Civic and Global Leadership. The hiring of Dr. Clifford Humphrey as the Executive Director of the Institute for Civic and Global Leadership, has been completed.

After several semesters of restricted activities, Spring 2022 brought back a robust semester of student activities comparable to pre-COVID levels. The Office of Student Involvement and the student organizations were excited to hold their activities after many semesters of restricted activities.

Graduate our Students

The development of additional classrooms and equipment to support the delivery of Flex courses is complete in all non-traditional locations. The total number of Flex courses in the spring increased by six from the previous 18 offered in the fall.

Professional Advisors continue to reach out to students who have not yet registered for courses and review advisee evaluations, helping students matriculate through their program to graduate. With the use of the systems in place to remind the students about enrollment, the estimated tuition generated for the 2022 Spring semester for term 3 was over $1.7 million and in term 4 was $242,888.

Over the last five years, Alumni Affairs has raised over $500,000 in membership dues. In doing so, Alumni Affairs raised awareness of Troy University and the alumni association and its many benefits. Alumni Affairs recently signed a contract with Publishing Concepts to do an oral history project with our alumni. Publishing Concepts will be reaching out to the alumni to collect and record their stories regarding Troy University. Marketing and Communications is working with Alumni Affairs to showcase some of the stories collected about some of the successful TROY alumni.

Internationalization & Diversity

The creation of a landing page for the international student audience, troy.edu/transfernow, is a Digital Display campaign started in November 2021, and a WhatsApp campaign that started in January 2022 to reach international students.

Hospitality Sports Tourism & Management faculty of the Sorrell College of Business traveled to Italy in Spring 2022 and are now pursuing Italian partnerships. Fifteen students in the Global Leadership Ph.D. program attended a conference in London in April 2022.

The QEP leadership team and the first group of faculty and staff have completed training. The last group of faculty and staff have started online training with the consultant. The remaining three colleges will fully implement the Global Scholars program beginning in Fall 2022.

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 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 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)

Performance Indicator:

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

Percentage completion:
35

Spring 2022 Semester Update:

Spring 2022 -- Reporting Terms: 22/SP, 22/T3, 22/T4

A downward trend from Fall 2021 continued into Spring 22.

Outcomes:

Overall New Starts: Down 6%

Online:	Down 10%
Phenix City:	Up 21%
Dothan:	Down 30%
Montgomery:	Up 14%

Troy Campus:	
Undergraduate:	Down 14%
Graduate:	Up 8%
International:	Up 166% (N=53)

Worldwide Open House was the major recruitment held during the spring -- April 20-24, 2022. The even produced 929 applications for admission, compared to 931 in Spring 2021. Future start terms generating the most interest were 22/T1 (274) and 22/FA (343). The majority of participants were undergraduate (491) followed by graduate at (234). International participation was at 206.

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

Spring 2022 Semester Update:

Annual reports of course offerings have been completed and submitted to ACHE for review. Internal changes continue to be discussed.

1.c. Increasing the visibility of our academic programs.
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 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:
75

Spring 2022 Semester Update:

- Conducted comprehensive keyword research and wrote search engine optimized (SEO) **blog articles for 28 published priority programs** featuring alumni interviews, career outcomes, and leadership opportunities as proof of quality and ROI.
- Optimized content and structure of **21 priority program webpages** on troy.edu for SEO to maximize organic and paid search performance and engagement. New program/careers feature section has been added to the home page of troy.edu.
- Implemented Career Coach widget update on all program pages to highlight related careers, median salary and number employed by program, both in a major Alabama market, as well as nationally.

1.d. Increasing Study Abroad opportunities
Start:
8/1/2020

End:
7/31/2025

Responsible Users:
Sarah McKenzie (semckenzie@troy.edu)

Performance Indicator:

Percentage completion:
25

Spring 2022 Semester Update:

Spring 2022 had some significant growth in study abroad opportunities since the pandemic. TroyAbroad had 6 approved faculty led trips for spring break with 3 coming to fruition with 48 students participating. The other 3 trips were cancelled due to the pandemic (China) or lack of interest (Dominican Republic and Colombia). Six trips during spring break is a typical pre-covid number.

Four TROY students participated in exchange programs during this time period to Germany, Belgium, the Netherlands and South Korea.

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

End:
7/31/2025

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

Performance Indicator:

Percentage completion:
66

Spring 2022 Semester Update:

Deans, department heads and the office of career planning continue to develop internship opportunities with agencies and businesses throughout the state and region.

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),Walter Givhan (wgivhan@troy.edu)

Performance Indicator:

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

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

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

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

Percentage completion:
90

Spring 2022 Semester Update:

Since January 1, 2022, we have had 2 Alumni Board meetings and are preparing for the third one in July. These board members are highly successful alumni who advocate on behalf of the university to bring good students to TROY and bring successful alumni back into the fold.

We also had an Alumni Leadership Conference in February. We have speakers who teach these chapters to recruit. Our chapter leadership attends and they constantly help bring good students to TROY. The scholarships that we require these chapters to give each year also help bring students to TROY and retain existing students. Nine chapters to date have endowed scholarships and continue to give current scholarships. Six chapters are working toward endowments and all chapters give current scholarships.

The Alumni Association continues to give scholarships each year and have already awarded the scholarships for Fall 2022. We continue to work with Admissions and Career Services to help each other with successful recruitment and retention of students. Continue to have successful alums speak at these conferences and at high school events and they also go into the high schools to award these scholarships.

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:
Tiffani Schmidt (tnstephens@troy.edu),Buddy Starling (bstar@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 2022 Semester Update:

There are no updates regarding these merit awards because they are awarded at fall semester, not spring.

New awards for fall 2022 are still being offered and accepted. They will not be completed and will not transmit in order for us to provide data until after census date in the fall 2022 semester.

In January the new Transfer Scholarship structure was introduced. This will make a huge difference and allow transfer students to actually receive a scholarship that will assist in enrolling. Again, that data will not be available until after census date for fall 2022.

1.h. Distributing financial aid award estimates (FAFSA) in early Fall when FAFSA posted.
Start:
8/1/2020

End:
7/31/2025

Responsible Users:
Teresa Hussey (tlhussey@troy.edu),Alicia Bookout (abookout@troy.edu),Sohail Agboatwala (agboat@troy.edu)

Performance Indicator:

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

Percentage completion:
95

Spring 2022 Semester Update:

Early Spring semester we began awarding 22/23 financial aid that has been received. We continue to process daily, new awards for the current year and for the upcoming 22/23 academic year as well. To date we have awarded grant, loans and supplemental educational opportunity grants.

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 2022 Semester Update:

Troy University's *Lead Change* campaign continues with the one-year anniversary reached this month.

Strategic Positioning:

For those…

Who aspire to career leadership but need supportive preparation from a top-tier university to make an impact

Troy University uniquely...

Provides global access to an exceptional academic experience and an inclusive, compassionate culture devoted to readying minds for real-world leadership.

Four Defining Traits guide communication:

- Leadership (Commitment. Noble. Dedicated.)
- Caring (Helpful. Approachable. Personable. Compassionate.)
- Unexpected (Quality. Emerging. Accessible.)
- International (Global. Multicultural. Diverse.)

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)

Performance Indicator:

New Starts - compared to previous term

Percentage completion:
20

Spring 2022 Semester Update:

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)

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 2022 Semester Update:

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:
Walter Givhan (wgivhan@troy.edu),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:
70

Spring 2022 Semester Update:

We have established three new endowed student scholarships since the beginning of 2022. Two of the scholarships were created with new commitments - each $25,000 a piece, and one of them was established from existing funds. We have proposals out right now for two additional outright gifts endowed scholarships, and we have a proposal out for a large legacy gift from which we could create several new scholarships.

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.

Intentionally blank

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:
30

Spring 2022 Semester Update:

Part-time student retention continues to be tracked and discussed. A work group has been constituted to study possible changes in the delivery of developmental studies which could affect some developmentally placed students. Included in this group would be part-time students. The long-term implications for any resultant changes could enhance part-time student retention. For the present, part-time students, regardless of campus location or delivery method of instruction, remain the population most likely to suffer retention, progression and degree completion issues at the University. The attached article, while focused on a community college, is part of the national conversation which has grown considerably in the last 10 years on this subject of "part time retention".

Attached Files
 BunkerHillBrief.pdf

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:
30

Spring 2022 Semester Update:

Moving into the Summer 2022, a work group has been constituted to examine what, if any, changes are needed with the delivery of developmental coursework. In shorthand fashion, this group will examine the use of "concurrent workshops" for some developmentally placed students. These students would enroll in the degree-credit course (ie, ENG 1101) and also enroll in a concurrent program of workshop, required tutoring, etc. In this fashion, the student would not have to complete the developmental studies course first but could move more expeditiously into, and through, the General Studies requirements in English and Math. This work group is part of a national conversation about these concurrent workshops. The Associate Provost and Dean of Undergraduate Studies is leading this work group and a preliminary report of the group's discussions will be presented to the Senior Vice Chancellor for Academics at the end of the Summer 2022. Any changes to the current delivery of developmental courses would be initiated for Fall 2023. Attached below are documents related to the national conversation and the formation of the work group.

Attached Files
  Concurrent Workshop Work Group - April 2022.pdf
  EXAMPLE OF EMAIL SENT TO WORK GROUP MEMBERS.pdf
  Louisiana Public Colleges Will Eliminate Remedial Courses Diverse Issues In Higher Education.pdf

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

End:
7/31/2025

Responsible Users:
Tiffani Schmidt (tnstephens@troy.edu),Buddy Starling (bstar@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 2022 Semester Update:
TROY Foundation Scholarships

Year	Offered	Transmitted	Transmitted Amount
2018/2019	614	564	$863,493.87
2019/2020	636	587	$899,536.40
2020/2021	621	557	$842,588.35
2021/2022	601	559	$909,291.13

Based on the increased transmittal rate for the Foundation Scholarships, you can see that we are successfully utilizing and packaging scholarships to assist qualified students.

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:
30

Spring 2022 Semester Update:

Work continues. First year retention efforts are matured, even while undergoing regular review, revision and evolution. Second Year retention rates need specific attention. A "Second Year Studies" role should be created within the JWS Center for Student Success with an individual to lead the SYS efforts on the Troy Campus (and by extension, across the University). "Third Fall Retention" has increased for developmentally placed students, from a low 20% figure a few years ago to a retention rate now in the 60+% range. The University needs to expend resources and creativity on Second Year Studies/Retention to match the efforts within the JWS Center (and other similar centers on the non-residential locations) which are strongly focused on the first year student.

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:
25

Spring 2022 Semester Update:

1. The Institute for Leadership Development changed its name to The Institute for Civic and Global Leadership.
2. Dr. Clifford Humphrey was hired as the Executive Director of the Institute for Civic and Global Leadership, with a start date of 1 June 2022.
3. Oversight of the Chancellor's Fellows program is now handled by the Dean of the College of Education.

4. The Associate Dean of the College of Education is developing an internal leadership training program for rising department chairs and unit leaders. This training program is scheduled for launch in the fall of 2023.
5. The Dean of the College of Education and the Executive Director of the Institute for Civic and Global Leadership will brief the Board of Trustees on AY22 leadership updates, as well as goals and objectives for AY23.

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 (dwmoseley@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:
30

Spring 2022 Semester Update:

Work on this action item continues every semester. We recognize the value of student involvement and engagement. To that end, continued focus exist on how to best connect our students. Spring 2022 was the most robust semester we have seen in quite a while with regard to activities. Groups such as UAC, ISCO, SGA and Greek Life operated at pre-COVID levels. This was a much welcomed site after several semesters of restricted activities.

Moving into Summer 2022 we are looking forward to the return of the traditional 2 day IMPACT. This will allow groups to engage students in a format unavailable for the past two summers. Incoming students will be exposed to the value of campus life through breakout sessions, browse sessions, and other formats.

Moving into Fall 2022, the goal continues to be the enrichment of the student life experience. As always, new clubs and organizations will be presented for approval. This allows for consistent evolution to meet the needs of our college students. We also look to grow organizations in the Fall, hopefully with an increase in new starts in the freshmen class.

Intentionally 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.

Intentionally blank

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

Percentage completion:
100

Spring 2022 Semester Update:

The Professional Advisors performed the following tasks in Spring 2022:

- Virtual meetings with newly enrolled online students
    - Discussed career information
    - Informed students that ASAs are available to help inside the online classroom
    - Helped students overcome perceived obstacles
    - Discussed part-time vs. full-time student success
- Call-out programs
    - Called students who have not registered in the last 6 mos. to see how we could help
    - Addressed questions and concerns about returning to school

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:
Lance Tatum (ltatum@troy.edu)

Performance Indicator:

Percentage completion:
20

Spring 2022 Semester Update:

Additional classrooms have been developed and equipment to support the delivery of Flex courses has been completed in all non-traditional locations. The total number of Flex courses being offered in the spring increased by six courses from the previous number offered in the fall semester.

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

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

Percentage completion:
100

Spring 2022 Semester Update:

Professional Advisors also continued reviewing advisee evaluations to help students graduate:

- o Looked for course substitutions
- o Military minors
- o Opportunity to update to new catalog if program changes were beneficial to student progress
- o Interdisciplinary Studies degree options

Continued to reach out to students via Active Not Registered (ANR) and Registration Reminder (RR) emails/text and phone calls. The Active Not Registered (ANR) notifications are typically sent one week before each term registration period begins. Since the Term 3 registration period was much longer than the normal three weeks, two additional ANR text messages were sent, one before classes ended in December and one the week before T3 classes began in January, accounting for the increase in enrollments and revenue in red. The RR notifications are sent at the beginning of the registration period and each week during the three-week registration period only to students who have not registered.

Term	ANR Texts	ANR Registrations	ANR Enrollments	Credits	RR Texts	RR Registrations	RR Enrollments	Credits	Estimated Tuition Generated*
21/T1	855	136	224	658	448	190	288	842	$582,000.00
21/T2	370	84	113	325	487	174	272	825	$446,200.00
22/T3	1251	225	332	960	1808	765	1238	3617	$1,775,876.00
22/T4	275	48	68	199	320	99	137	427	$242,888.00
22/T5									$0.00
Total	2751	493	737	2142	3063	1228	1935	5711	$3,046,964.00

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

Total Text Messages = 1,526
Students Registered = 273
Total Credit Hours = 1,159
Total Revenue = $449,692

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

Total Called = 2,128
Students Registered = 864
Total Credit Hours = 4,044
Total Revenue = $1,569,072

3.d. Adjust academic programs to meet emerging needs.
Start:
8/1/2020

End:
7/31/2025

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

Performance Indicator:

Percentage completion:
25

Spring 2022 Semester Update:

The workgroup assigned to review program curriculum viability continues to increase the number of programs under review. In addition, the University has agreed to partner with Huron to conduct a comprehensive review of academic program optimization beginning in June 2022 and will conclude in November 2022.

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:
30

Spring 2022 Semester Update:

Work continues. The Spring 2022 marked a full two-year period of COVID and its aftermath. There are, and will continue to be, downstream effects of the past two years. These effects will include retention and progression of those students who were "bridged" by COVID (in high school during 2020-2022 or who were in high school and at Troy University in that time period). Specific efforts to assist retention and progression include the submission of a McNair Scholars grant application in later spring 2022. This is a renewal application. If funded for another cycle, students who are admitted to the program, who are among the University's most at-risk for not retaining and progressing, will have additional resources and services. There is strong evidence that the University will need to continue to support, with fiscal, physical and human resources, a variety of student success activities and initiatives. First Year Studies, as well as a much-needed Second-Year Studies, will continue to be critical to student retention and progression. Attached is a recommendation for the incorporation of the current student success initiatives, along with additional University efforts, into a new college. This recommendation was presented during the Chancellor's Briefings, March 2022, by the Associate Provost and Dean of Undergraduate Studies.

Attached Files
  Recommendation for Sixth College - March 2022.docx

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 2022 Semester Update:

We continue to build relationships with alumni. I have a very successful Alumni board that encourages membership into the Alumni Association as well as invites alums back to campus. We promote involvement with the many programs and events we have all year long. We send e-mail blasts - several each week - to the over 92,000 e-mails we have in our database. We use direct mail and use our social media - Facebook, Twitter, Instagram, and LinkedIn to communicate with our alumni, friends, and donors. We have recently signed a contract with Publishing Concepts to do an oral history project with our alumni. The company reaches out to our alumni to collect and record their stories regarding Troy University. This will involve all alumni that wish to be included. We are also working with Marketing and Communications to showcase some of these stories with our most successful alumni.

We continue to work with our student alumni to teach them about philanthropy and the importance of giving back to TROY. They continue to raise money and give to their endowed scholarship.

We are currently in the Membership in May process. In the last five years, we have raised over $500,000.00 in membership dues and in doing so we know we have raised awareness of Troy University and the alumni association and its many benefits.

Our 64 alumni chapters also help in communicating our message throughout their communities. We are thankful for the work these volunteers do each and every day for TROY>

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 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:
Lance Tatum (ltatum@troy.edu)

Performance Indicator:

Percentage completion:
15

Spring 2022 Semester Update:

The University continues to promote and market the Global Leadership Ph.D. program. Currently the program faculty are reviewing the curriculum for any needed changes.

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 2022 Semester Update:

A Digital Display campaign started on 11/29/21 and a WhatsApp campaign started on 1/14/22 to reach international students. Tactics used to promote awareness and the free transfer report for prospective international students were Digital Display and Social (WhatsApp). A breakout of relevant metrics is listed below from **11/29/21 through 2/18/22**.

Landing page was created for the audience troy.edu/trasnfernow

Attached Files
  INT-Student Push One Sheeter 2022 revised.pdf

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

End:
7/31/2025

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

Performance Indicator:

Percentage completion:
2

Spring 2022 Semester Update:

No additional leadership hires/appointments from underrepresented populations have been made during the spring 2022 semester.

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 2022 Semester Update:

The headcount for fall 2021 for the sites was 966.

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:
40

Spring 2022 Semester Update:

HSTM faculty of the Sorrell College of Business returned from a 22/SP trip to Italy and are pursuing Italian partnerships with contacts made while traveling. Fifteen students in the Global Leadership PhD program attended a conference in London in April 2022. Another student in this program is planning an internship in Ireland 22/SU.

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:
75

Spring 2022 Semester Update:

The QEP leadership team has completed training and will begin developing internal training. A second group of faculty and staff have started online training and this will be the last group to work with the consultant. The remaining three colleges will fully implement the Global Scholars program beginning in Fall 2022.

[TROY University's QEP website](#)

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)

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

Percentage completion:
60

Spring 2022 Semester Update:

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 2022 Semester Update: