

# TROY UNIVERSITY

## 2020-2025 Strategic Plan 2025 Spring Update

Recruit – Retain – Graduate – Internationalization and Diversity



Published July 2025

## Executive Summary

### Troy University Strategic Plan 2025 Spring Update and Final Report

Completing a 5-year strategic plan for the institution provides a comprehensive snapshot of the institution's collective achievements. Troy University's 2020-2025 Strategic Plan had high goals with flexibility for the institution to grow. The growth seen in the institution is, in many ways, a testament to the dedication of the University's faculty, staff, and administration.

Troy University has met or exceeded the goals set for each objective in the 5-year plan: Recruitment, Retention, Graduate, and Internationalization and Diversity, by embracing the vision for 2025; "Troy University, will attract, guide, and retain students on campus and online through a responsive, affordable, diverse, and challenging educational experience. Internships and study abroad opportunities will add value to the overall collegiate experience, yielding globally aware, confident alumni ready to lead change."

#### Recruitment

- Enrollment Management achieved all enrollment funnel goals for Spring 2025 (25/SP and 25/T3). With New Starts - 104% goal attainment: 1,528 new starts (vs. goal of 1,465). Applications and new starts for online graduate programs increased slightly in Spring 2025 compared to Spring 2024 when combining all three starts (Spring, T3, and T4).
- Troy University has prioritized increasing the visibility of its academic programs through a coordinated digital strategy, enhanced web infrastructure, and targeted content development. The troy.edu website redesign continued in partnership with VisionPoint Marketing throughout Spring 2025, with a strong focus on elevating the digital presence of academic departments. Search engine optimization (SEO) of academic program pages and blog content continued in collaboration with VisionPoint, resulting in premium organic (non-paid) search performance. Academic Priority Programs, as identified by the Academic College Deans and approved by the Provost, are being prominently featured across all marketing platforms. Target audiences for these programs include: Undergraduate Online, Graduate Online, Traditional Undergraduate/Transfer (Troy Campus), and Graduate (Troy Campus).
- AY 24/25 has been a year of growth for TroyAbroad with a 30% increase in faculty led trips and over 15% in traveler participation. There were four faculty led programs over spring break and 15 going during 25/SU.
- The Alumni Director collaborates with the Enrollment Scholarship office to manage the application and use of alumni scholarships. There has been continued growth in Alumni Foundation Scholarships.
- With the approval of tuition and fees for the 2025-2026 academic year in late February, as well as the finalization of the housing and meal plan costs in March, the Financial Aid office began awarding 25/26 financial aid packages in mid-April. We continue to process new awards daily for the current year and the upcoming academic year.
- Supporting initiatives include an updated web strategy, Slate-integrated communication plan, an identity standards audit, and a comprehensive brand training plan for ambassadors and

communicators across the University. A critical timeline has been established for a full campaign and brand identity rollout, launching at the start of Academic Year 2025–2026.

- In May 2025, a new creative campaign — “All Ways Real. Always TROY.” — was developed and approved by the Chancellor. The first phase of creative assets entered the market the same month, with a full suite currently in development.
- The Enrollment Office saw an increase in Air Force and Army students, which was up over Spring 2024. Overall, application submission was steady with a slight decrease in total enrollments (Marine enrollment dropped from 51 in Spring 2024 to 34 in Spring 2025).

## Retention

- Part-time student continues to be a priority. The college specific advisors should be able to work more directly with the part-time students in the individual colleges to continue our commitment to their retention and success.
- Beginning in Fall 2025, all students who have not submitted an ACT or SAT score will be required to take a placement test to support their academic needs. Implementing this testing will allow TROY to better identify if students need developmental courses.
- To retain the best students, both the Enrollment and Alumni offices continue to work together, which has resulted in the transmittal of \$1,246,269.12 in Foundation Scholarships in the 2024-2025 academic year.
- 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 in the fall of 2025.
- In the revitalization of the Leadership program, this academic year, the decision was made to change the requirement of the General Studies curriculum to require all students to take LDR1100, Introduction to Leadership (Area V), beginning Fall 2025.

## Graduate

- The development of a new model for advisement was completed in Fall 2024. The model has developed collaborations across the university through JWS, Academic Service Associates, Colleges, and Faculty advisors.
- The Active Not Enrolled Report, used to contact students who have not reenrolled, continues to increase enrollment each term.
- As TROY continues to adjust to both the economic and industrial needs of the world, the nation, the state, and the local community, TROY has added the BS in Engineering, PhD in Criminology, and has revamped the graduate program of the Sorrell College of Business to include a new concentration in Artificial Intelligence.
- A new Executive Director for the Troy Campus JWS Center for Student Success was hired this Spring 2025. A new committee is being formed to oversee all strategic enrollment needs, including admissions, enrollment, retention, and graduation, as well as staff and faculty. This committee should launch in the Fall of 2025 and develop a dashboard for administrators and staff to use to track retention and student success.

- Staying connected with our graduates (alumni) is taking on creative paths. The Alumni Office is kicking off a new partnership with both Barnes & Noble & Trojan Threads (owned by a TROY alumnus) to offer discounts to Alumni Association members.

## Internationalization & Diversity

- The College of Education is working to expand the leadership and interaction of the Global Leadership PhD Program with other Global Leadership programs in the U.S. and internationally.
- As part of its efforts to advertise and market to international students, the Office of Marketing is launching a dedicated international digital marketing campaign in Latin America, which includes Spiible's platform, education fairs & webinars, & targeted email campaigns.
- In the academic year of 2024-25, three minority faculty members were appointed to leadership roles in the institution.
- The Study Abroad program for the spring of 2025 had 396+ students who participated.
- The QEP, the Global Scholar Program, has been fully implemented. Out of the Global Scholar Program, the Global Scholars Honors Program is being built and will begin in the Fall of 2025.

## **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.

## **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.

## **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:**

100

### **Spring 2025 Semester Update:**

#### **Spring 2025 (25/SP and 25/T3)**

Enrollment Management achieved all enrollment funnel goals for Spring 2025 (25/SP and 25/T3)

Applications submitted, students admitted, and new starts enrolled all surpassed goals.

### **Target Attainment by Funnel Stage (All Recruitment Territories):**

- Applications Submitted - 191% goal attainment: 6,152 apps submitted (vs. goal of 3,221)
- Applicants Admitted - 177% goal attainment: 3,700 students admitted (vs. goal of 2,093)
- New Starts - 104% goal attainment: 1,528 new starts (vs. goal of 1,465)

### **New Starts by Location:**

- Troy Campus UG: +25 (118% goal attainment)
- Troy Campus GR: -26 (35% goal attainment)
- International: +11 (111% goal attainment)
- Troy Online: +199 (121% goal attainment)
- Satellite Campuses: -177 (26% goal attainment)

## **25/T4 Update**

Enrollment Management did not achieve new start enrollment goals for 25/T4, with a dip in new starts compared to 24/T4. This can predominantly be attributed to changes on the satellite campuses (-77 new starts) and a decline in Troy Online enrollments (-82 new starts). Changes have been made to address programs that were not admitting for the T4 semester to allow for that in future years.

Full reports for Spring 2024 start terms are attached for more detailed information.

Attached Files

[Copy of Targets - Spring-T3 2025 \(1.24.25\).xlsx](#)

[2025 T4 Data \(4.2.25\).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

**Spring 2025 Semester Update:**

The Action Item 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:**

100

### **Spring 2025 Semester Update:**

Troy University has prioritized increasing the visibility of its academic programs through a coordinated digital strategy, enhanced web infrastructure, and targeted content development.

## **Website Redesign and Academic Department Focus**

The **troy.edu website redesign** continued in partnership with **VisionPoint Marketing** throughout Spring 2025, with a strong focus on elevating the digital presence of **academic departments**.

- A **college reorganization** effort began to reflect an updated academic structure, including:
  - The launch of a new **College of Science and Engineering**
  - Updated naming and branding for the **College of Education and Behavioral Sciences, College of Arts and Humanities, College of Health Sciences, and the Sorrell College of Business**
- Custom **department websites** were created, all prominently featuring **priority academic programs above the fold**. Full implementation is targeted to kick off the academic year 2025-2026.

- The **AY2025–2026 online academic catalog** was onboarded and integrated directly with academic program pages and supporting academic units.
- A new **program finder** with expanded filter and search functionality was launched in development mode within the CMS, with full site integration targeted for completion in **June 2025**.

## Content Development and SEO

- - **14 new academic program pages** and **11 new blog articles** were published this semester.
  - **Organic visibility** for targeted keywords increased total impressions year over year by more than **57%**.
  - **Average keyword rankings** improved by another **5 positions in organic search**.
  - **Organic search** brought some **185.1K new users** to the TROY site, an **increase of 10.5%** compared to the same time last year.
  - **70% of active users** and **72% of page views** came from organic search during this period, gaining share in comparison to both the previous quarter and the same period last year.
- - **TROY blog pages** are now appearing for **500 keyword phrases** in SERP features, including People Also Ask, AI Overviews, Top Stories and Image Pack.

**Search engine optimization (SEO)** of academic program pages and blog content continued in collaboration with VisionPoint, resulting in premium organic (non-paid) search performance.

## Academic Program Prioritization

Academic **Priority Programs**, as identified by the Academic College Deans and approved by the Provost, are being prominently featured across all marketing platforms. Target audiences for these programs include:

- **Undergraduate Online**
- **Graduate Online**
- **Traditional Undergraduate/Transfer (Troy Campus)**
- **Graduate (Troy Campus)**

These academic offerings are now central to the University's content, advertising, and international outreach efforts.

## Integrated Brand and Marketing Initiatives

In 2024, the Office of Marketing and Communication issued **RFP #24-009** to support a revitalized advertising strategy. Following a competitive process, **Carnegie Dartlet LLC** of Westford, Massachusetts, was named the University's **Digital Agency of Record (AOR)**, **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.

As part of the brand development process with Carnegie Dartlet:

- A **strategic deep dive** was conducted with students, faculty, staff, and alumni to define **three brand personalities**, a **brand promise**, and a unifying **anthem statement**
- In **May 2025**, a new creative campaign — “**All Ways Real. Always TROY.**” — was developed and approved by the Chancellor, with the first ads entering the market the same month

Supporting deliverables include:

- An updated **web strategy**
- A **Slate-integrated communication plan**
- An **identity standards audit**
- A **comprehensive brand training plan** for University communicators and ambassadors

A **critical implementation timeline** has been set to complete a full brand and marketing rollout by the start of **Academic Year 2025–2026**.

**Digital media** coverage also began with **Carnegie Dartlett** including digital display, connected tv, pre-roll, paid social and retargeting strategies for key academic program and audiences.

**Enrollment Marketing** efforts began with **EAB** including list buying for direct mail and email communications to key academic program prospects, all supported by custom landing pages and ongoing drip communication plans. **Paid search** advertising also began with EAB against TROY's top academic priority programs and audiences.

**Traditional Media** coverage began with **Big Com** including outdoor billboards, print media ads, radio and broadcast tv with messaging for key academic programs and locations.

## **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:**

100

**Spring 2025 Semester Update:**

AY 24/25 has been a year of growth for TroyAbroad with a 30% increase in faculty led trips and over 15% in traveler participation. There were 4 faculty led programs over spring break and 15 going during 25/SU.

Twelve students went abroad during 25/SP for either a semester exchange or an internship.

Exchange partner universities added - National University of Kaohsiung, Taiwan; Instituto Politecnico de Leiria (IPL), Portugal; and Osaka University of Economics, Japan. All of these partnerships were initiated by Lance Noe while recruiting for TROY.

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

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Lauren Cole (lscole@troy.edu)

**Performance Indicator:****Percentage completion:**

90

## Spring 2025 Semester Update:

SP 2025 report attached below

INTERNSHIP REPORT	Year 2024		Increase Over Previous Year	
	Applicants	Applications	Applicants	Applications
Month				
January	75	218	50%	90%
February	97	325	35%	41%
March	101	411	26%	59%
April	107	361	60%	57%
May	92	298	48%	113%
June	76	220	69%	124%
July	68	144	106%	162%
August	90	279	221%	253%
September	94	290	71%	118%
October	115	406	22%	87%
November	103	431	21%	82%
December	14	30	-82%	-83%
TOTAL	1032	3413	38%	73%
# of Unique Applicants	569	% Over Previous Year	23.00%	

### Attached Files

[Spring 2025 Career Services Activity Report.pdf](#)

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

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Faith Ward (fward@troy.edu)

**Performance Indicator:**

- 1) Using Alumni Board members and chapter presidents as successful recruiters of students, we arm them with a leadership manual giving them tips on successful student recruitment.
- 2) This Leadership manual is posted on the Alumni website so that other alumni interested in helping recruit students can also use it as a resource.
- 3) Several times each year we have an Alumni Leadership Conference and we have guests speakers such as Buddy Starling, Tiffany Schmidt and Lauren Cole to teach our alumni how to successfully recruit students.
- 4) Have successful alumni speak/give awards at high school events

**Percentage completion:**

90

**Spring 2025 Semester Update:**

We continue to use Alumni Board members and chapter presidents and leaders recruit students to Troy University. The Alumni Board continues to have as its number one goal that of obtaining and maintaining scholarships for use in recruiting these students. Chapters are also required to raise money and help recruit students by giving scholarships locally. There are also now 10 alumni chapters with endowed scholarships and others are continuing to work toward endowments. I continue to work with Admissions to send alumni to Awards Day programs when most of these scholarships are awarded. These high school students get an opportunity to see these influential alumni and it makes an impression.

Our new Alumni Board President, Judge Jack Weaver has been travelling to as many alumni chapter meetings as he can and speaks to each about their responsibility as alumni to recruit

students and raise scholarship dollars all the while being a great ambassador for Troy University in their neighborhood.

We also hosted our annual spring Alumni Leadership Conference where we had Dr. Blake Bedsole, Associate Vice Chancellor for Enrollment Management speak to the alumni leaders. He spoke of the power of alumni and their significance is affecting college recruiting, especially in a competitive academic environment. He shared that alumni success stories can enhance TROY' reputation and scholarship dollars allow the university to recruit top-tier students. Senior Director of Enrollment, Gus McKenzie also spoke to these leaders regarding the influence they can have on high school students choosing TROY.

WE also work with the Student Alumni Association teaching them the value of giving back. They participate in Giving Day and raise money for their own endowed scholarship which currently has approximately \$40,000.00 in its fund.

As the Alumni Director, I work with Kerrie Hill on a weekly basis regarding our scholarships and how we can use them to recruit the brightest and the best students to the school we love!

## **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:**

100

**Spring 2025 Semester Update:**

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

New awards for fall 2025 are still being offered and accepted.

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

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Alicia Bookout (abookout@troy.edu)

**Performance Indicator:**

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

**Percentage completion:**

100

**Spring 2025 Semester Update:**

With the approval of tuition and fees for the 2025-2026 academic year in late February, as well as the finalization of the housing and meal plan costs in March, we began awarding 25/26 financial aid packages in mid-April. We continue to process new awards daily for the current year and the upcoming academic year. To date, we have awarded Pell grants, 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), 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

**Spring 2025 Semester Update:**

In 2024, Troy University's Office of Marketing and Communication issued Request for Proposal #24-009 for Marketing and Creative Services to support a revitalized advertising campaign for Academic Year 2024–2025, aimed at enhancing engagement with prospective students.

Following a competitive selection process, **Carnegie Dartlet LLC** of Westford, Massachusetts, was named Troy University's **Digital Agency of Record (AOR)**.

As part of the brand development process, a comprehensive strategic deep dive was conducted on the Troy Campus, involving current students, faculty, staff, alumni, and other stakeholders. This collaboration resulted in the definition of three strategic brand personalities, along with an overarching **brand promise** and **anthem statement** that reflect the University's core identity.

In May 2025, a new creative campaign — “**All Ways Real. Always TROY.**” — was developed and approved by the Chancellor. The first phase of creative assets entered the market the same month, with a full suite currently in development.

Supporting initiatives include an updated **web strategy**, **Slate-integrated communication plan**, an **identity standards audit**, and a comprehensive **brand training plan** for ambassadors and communicators across the University. A critical timeline has been established for a full campaign and brand identity rollout, launching at the start of **Academic Year 2025–2026**.

### **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:**

100

**Spring 2025 Semester Update:**

Applications and new starts for online graduate programs increased slightly in Spring 2025 compared to Spring 2024 when combining all three starts (Spring, T3 and T4).

### **1.k. Establish defined military enrollment metrics for off-campus locations (support 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)

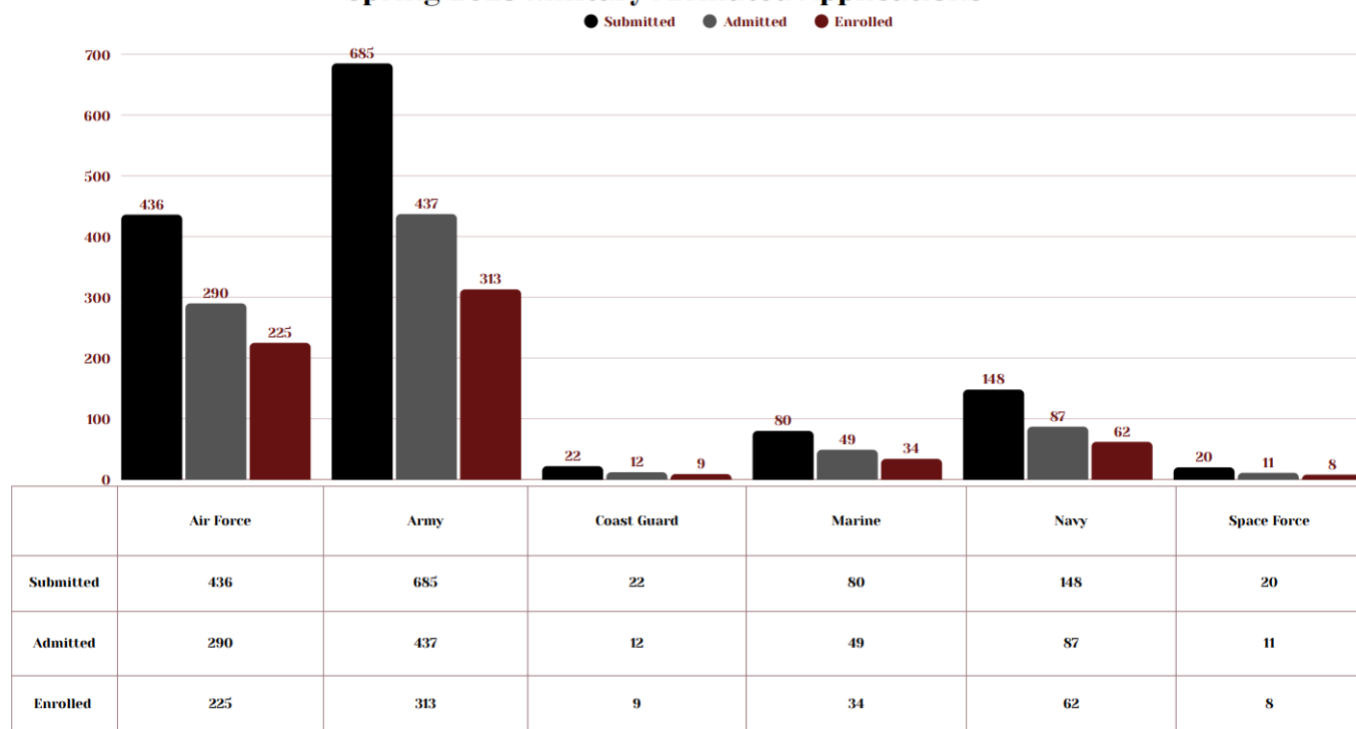
**Percentage completion:**

100

**Spring 2025 Semester Update:**

Air Force and Army enrollments were up over Spring 2024. Overall application submission was steady with a slight decrease in total enrollments (Marine enrollment dropped from 51 in Spring 2024 to 34 in Spring 2025).

### Spring 2025 Military Affiliated Applications



#### Attached Files

[Copy of Spring 2025 Military Affiliated Applications spreadsheet.xlsx](#)

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

#### Start:

8/1/2020

#### End:

7/31/2025

#### Responsible Users:

Greg Knedler (gknedler@troy.edu)

#### Performance Indicator:

On an annual basis, the Office of Development will have a focus on educating alumni and donors on the importance and significance of endowed student scholarships. By educating our

alumni and donors, we anticipate increasing our endowed student scholarships through private philanthropy and grants each year from a goal of 10 per year to 12 per year.

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

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

**Percentage completion:**

100

**Spring 2025 Semester Update:**

Action Item complete, and no report given.

## **2. RETAIN**

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

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

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Mary Anne Templeton (mtempleton@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:**

80

**Spring 2025 Semester Update:**

We continue to track progress of these students. We know part-time students are by their very nature more likely to not be retained and the data confirms this. However, with a non traditional population, there are more part-time students. The advisors continue to reach out to the students about taking classes full-time. Additionally, the college advisors should be able to more directly work with students in the individual colleges. The retention committee will continue to monitor at risk groups.

## **2.b. Supporting students with developmental academic needs.**

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Mary Anne Templeton (mtempleton@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:**

85

**Spring 2025 Semester Update:**

Beginning in Fall 2025, all students must take a placement test if they did not submit an ACT or SAT score. This will allow us to better identify if students need developmental courses. Right now, they are placed in developmental courses if they don't have a test score and opt not to take the placement test. This new requirement will tell us if students have been placed incorrectly in the past. Additionally, the time for developmental courses is being examined to make the classes more accessible and to fit in their schedule. By doing this, they are more likely to attend class.

**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:**

100

**Spring 2025 Semester Update:**

So far for the 2024-25 year, we have transmitted \$1,246,269.12 in Foundation Scholarships. The full assessment and report for this item will be available in the fall of 2025, but even if we do not transmit another dollar, we would have continued 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:**

Mary Anne Templeton (mtempleton@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:**

70

## **Spring 2025 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.

Further, the retention committee will continue to track this data. The general studies assessments will also be used to track this.

## **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:**

90

**Spring 2025 Semester Update:**

12 May 2025

**Area 1**

1. 70% revision of the course for Fall 2025. This is in addition to the revisions made for Fall 2024 (50% revision)
2. The curriculum is being revised to meet the requirement for all students to take LDR1100, Introduction to Leadership (Area V), beginning Fall 2025.
3. LDR2200 is being further revised for Fall 2025. Some topics in LDR1100 are moving to LDR2200 to reinforce 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 in the near future.
5. Exploring the development of a major that combines leadership and business courses. Initial discussions have been made with the Sorrell College of Business. In Fall 2025, we will have further discussions.
6. A new undergraduate program will be developed from existing courses.
7. Developing a practitioner focused master's in Executive Leadership and Strategic Operations. Some courses will come from existing programs. Further research needs to be done to determine the need for another master's program.

**Area 2**

1. Collaboration continues with other departments. Political Science department is considering helping with the development of an LDR1100 lesson on Civic Leadership and Civic Engagement.
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. The material being provided will be phased out over the next academic year since all incoming students will be required to take LDR1100.

**Area 3**

1. Continued to expand relationships with Youth Leadership Development Programs (YLDP) and the adult equivalents.
2. Trojan Patriot Academy has become an important community outreach program. In 2024 the

program touched 34 students. In 2025, expected participation by high school students around the state is expected to be over 110 (almost 4x bigger than 2024).

#### 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](mailto:hreeves@troy.edu)), Brent Jones ([brentjones@troy.edu](mailto:brentjones@troy.edu))

#### **Performance Indicator:**

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

Some of the measurable indicators will include:

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

9. Introduce new technologies to aid in the student leadership process

**Percentage completion:**

50

**Spring 2025 Semester Update:**

No report given

### **3. GRADUATE OUR STUDENTS**

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

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

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Jody Cebina (jcebina@troy.edu)

**Performance Indicator:**

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

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

**Percentage completion:**

100

**Spring 2025 Semester Update:**

This was completed in Fall 2024. Collaborations across JWS Advisors, Academic Service Associates, College Advisors and Faculty Advisors continues. Use of CRM Advise continues.

### **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:**

Mary Anne Templeton (mtempleton@troy.edu)

**Performance Indicator:**

**Percentage completion:**

100

**Spring 2025 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.

Due to technology constraints and student choice, the number of hyflex courses will not increase. No full program or large percentage of a program was offered in this format.

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

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Jody Cebina (jcebina@troy.edu)

**Performance Indicator:**

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



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

**Percentage completion:**

100

**Spring 2025 Semester Update:**

Online Retention Efforts for Spring 2025

**Active Not Registered (ANR) Messages**

Students contacted- 5,001

Students Registered- 1,001

Course Enrollments - 1,472

Credit hours- 4,365

**Estimated Tuition- \*\$1,850,760**

**Registration Reminder (RR) Messages**

Students contacted- 2,364

Students Registered- 728

Course Enrollments- 1,151

Credit hours- 3,368

**Estimated Tuition- \*\$1,428,032**

**\*Estimated tuition is conservatively based on undergraduate rate**

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

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Mary Anne Templeton (mtempleton@troy.edu)

**Performance Indicator:**

**Percentage completion:**

90

**Spring 2025 Semester Update:**

Sorrell College of Business has revamped their graduate level programs (MSHRM, MBA, MSM) to offer a number of concentrations so that students can combine areas that work best for their professional goals.

The BS in Engineering was approved in March 2025 and will begin in Fall 2025

The PhD in Criminology will begin in Fall 2025

Concentrations in Artificial Intelligence will be available in Fall 2025 for graduate students

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

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Lauren Cole (lscole@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:**

100

**Spring 2025 Semester Update:**

1. The Troy Campus JWS Center for Student Success has undergone recent changes with a new Executive Director placed in Spring 2025. In the 2024 year, a retention report was produced (attached) based on the 2021-2022 AY 6 year cohort data. Since the production of this report, a new committee to oversee this work is being formulated to encompass a full strategic enrollment committee to include: admissions and enrollment, retention, and graduation staff and faculty. This committee should launch in Fall of 2025 and develop a dashboard for administrators and staff to use to track retention and student success.
2. Collaborating with the other campuses and online is a key goal of the new Executive Director so that services are streamlined and process are somewhat standardized (to the extent they can be when serving the various audiences). Although reporting lines are separate, JWS staff consistently work with their counterparts on the other campus and online.
3. TRIO grants are in limbo right now due to federal questioning and cutbacks in fund allocation. TRIO-Student Support Services is supposed to renew this July (2025) so the staff awaits that to go into effect to remove some of the apprehension associated with the funding. The Montgomery Campus Title III grant funds are expiring this year and a plan for the University to absorb those costs has been presented to upper administration based upon usage of those programs.

**Attached Files**

[Retention Executive Summary Draft.pdf](#)

**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 2025 Semester Update:**

Building strong relationships with alumni and donors is an on-going responsibility of the Alumni Association. We work hard to maintain relationships while forging new ones. We cultivate relationships through events, programs and strong communications. We help to manage fundraising and donor stewardship while organizing reunions, Homecoming and other networking events. We partner with others departments within the university keep these relationships strong.

Our annual Membership in May campaign is underway as we kicked it off with a new partner, Trojan Threads. He will now give discounts to members of the Alumni Association much like

Barnes and Noble and many other merchants here in Troy, Alabama. Every one who joins or renews in May gets a free gift from the Alumni Association. Many chapters participate in Membership in May and that builds event more excitement. This year the free gift is a magnet that you can punch out T-ROY and a thought bubble. We asked alumni to tell us what T-ROY is thinking and snap a pic and tag us at the Alumni Office. This makes the campaign go on long into June and will be fun-interactive activity for our alumni while getting more social media attention.

We are currently partnering with Athletics to bring Trojan Tour to many communities around Alabama and we partnered with them during the Sun Belt Basketball Tournament regarding alumni events surrounding the games.

We have hosted or helped chapters host many events this spring to raise awareness of TROY and will continue to do so throughout the summer and fall. Many tailgates are now being planned for the fall to engage our alumni, friends and donors.

We are also working on our next Alumni Leadership Conference, set for August 16, 2025. As Alumni Director, I will be attending the University of Alabama's Alumni Leadership Conference with the intention of bringing back fresh ideas, strategies and best practices to enhance our conference. My goal is to make our conference not just stronger but much more meaningful to all who participate therefore strengthening alumni relationships.

#### **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.

#### **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:**

75

**Spring 2025 Semester Update:**

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 continues to be the lowest for a Global Leadership PhD Program in the U.S.
4. As proposed in spring 2024, the Global Leadership PhD Program will open a second specialization, Global Healthcare Leadership, in May 2025.

### **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. The outcome is the addition of a second specialization, Global Healthcare Leadership, which opens in May 2025 (T5).

### **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. The 2025 Global Practicum will be held in Prague, the capital city of the Czech Republic.

### **Strategic Growth**



1. The College of Education is working to market the recognition of a strong return 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 adds 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 and does an excellent job of supporting the emerging needs of the program.

### **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. Enrollment projects have greatly surpassed established enrollment goals.

**Table 1***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
<b>Enrollment by Cohort</b>						Active Enrollment
Projected Global Healthcare Leadership enrollment – Summer 2025						10
Projected fall enrollment**						87
** Students deployed and not enrolled, not counted						6

**Graduation Requirements**

1. Students must complete 63 credit hours and successfully defend a dissertation.
2. Cohorts 1 – 5 are enrolled in dissertation classes, and some students have started defenses.
3. Required dissertation defenses:

Prospectus Defense – Chapters 1 &amp; 2

Proposal Defense – Chapter 3

Conducting Dissertation Study

Final Defense – Chapters 1-5

**Table 2***Dissertation Defense Completion Data*

<b>Defenses Completed 5/2025</b>	<b>Passed</b>	<b>Scheduled – Spring 2025</b>
Defense #1 - Prospectus	18	2
Defense #2 - Proposal	16	
Conducting Study	3	
Defense #3 - Final	10	
Graduation	10 (Dec 2024; May 2025)	<b>Estimated Goal: 10</b>

**Table 3***Degree Completions and Graduation Rates*

<b>Projected Degree Completions</b>	<b>Year 1 (2020-2021)</b>	<b>Year 2 (2021-2022)</b>	<b>Year 3 (2022-2023)</b>	<b>Year 4 (2023-2024)</b>	<b>Year 5 (2024-2025)</b>	<b>Total Graduates</b>
	N/A*	N/A*	N/A*	5	5	10

**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 accepted positions as “ABD” (all but dissertation). ABD position requirements include completing the required degree and successful defense of the dissertation.
2. Additionally, one student has accepted a position as a professor upon May graduation.

3. Additional graduates will complete the program by December 2025.

**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:**

100

**Spring 2025 Semester Update:**

In 2024, Troy University's Office of Marketing and Communication issued **Request for Proposal #24-009** for Marketing and Creative Services to support a revitalized advertising campaign for Academic Year 2024–2025, with a focus on engaging prospective students both domestically and internationally.

Following a competitive selection process, **Carnegie Dartlet LLC** of Westford, Massachusetts, was named Troy University's **Digital Agency of Record (AOR)**.

As part of its international strategy, Carnegie partnered with **Acumen**, a specialist agency within the Sannam S4 Group network, to execute a targeted campaign in **India** during the **Spring 2025** semester. Tactics included Google and Meta digital ads, supported by custom landing pages featuring embedded request-for-information (RFI) forms to drive inquiries.

In addition, Carnegie collaborated with **Spiible Tech** to launch a dedicated international digital marketing campaign in **Latin America**, which included:

- TROY profile page on Spiible's platform
- Participation in virtual and in-person education fairs and webinars
- Targeted email campaigns
- Organic lead generation strategies

These international campaigns showcased **TROY's top 10 priority academic programs**, as identified by the University's Academic College Deans.

Concurrently, as part of a broader brand development initiative, a strategic deep dive was conducted on the Troy Campus with participation from students, faculty, staff, alumni, and other stakeholders. This process led to the articulation of three strategic **brand personalities**, along with a unified **brand promise** and **anthem statement** that reflect the University's mission and values.

In **May 2025**, the University finalized a new creative campaign—"All Ways Real. Always TROY."—which was approved by the Chancellor. The first wave of creative assets entered the domestic market that same month, with a full suite of assets currently in development.

To further support international recruitment efforts:

- New **photo and video libraries** tailored for global audiences were produced in March and April 2025
- **Messaging playbook sessions** in May focused on effectively communicating with international prospects, using campaign-aligned language and content tied to TROY's academic strengths.

Additional initiatives include an updated **web strategy**, an **identity standards audit**, and a **comprehensive brand training plan** for ambassadors and communicators across the University. A full campaign and brand identity rollout is scheduled to launch at the start of **Academic Year 2025–2026**.

#### **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:**

45

**Spring 2025 Semester Update:**

**Progress Overview**

As of Spring 2025, the initiative has reported a 5% completion rate, indicating that while some progress has been made, the overall pace of advancement has been limited. Key milestones include:

Spring 2025:

No additional minority leadership appointments reported.

Fall 2024:

Appointment of Dr. Priya Menon as the inaugural program director of the newly formed Honors College.

Dr. Hui-Ting Yang named the Director of Troy University's John M. Long School of Music.

Appointment of Dr. Govind Menon as interim Dean of the College of Arts and Sciences.

Fall 2021:

Appointment of Dr. Dionne Rosser-Mims as Campus Vice Chancellor.

Promotion or hiring of 11 individuals from underrepresented groups into administrative leadership roles.

Fall 2022:

Successful minority hire for the University Registrar position.

### **Challenges Identified**

- **Inconsistent Progress:** After initial momentum in 2021 and 2022, the initiative has seen minimal activity in subsequent years.
- **Underutilized Opportunities:** Potential internal candidates from underrepresented groups may not be receiving adequate support or visibility for leadership advancement.

### **Recommendations for Acceleration**

- **Strategic Recruitment:** Launch targeted recruitment campaigns to attract diverse leadership talent.
- **Leadership Development Programs:** Establish mentorship and training pathways to support minority faculty and staff in preparing for leadership roles.
- **Regular Reporting:** Establish a structured reporting framework with semesterly updates and measurable benchmarks.
- **Inclusive Culture Building:** Promote a university-wide culture that values and supports diversity in leadership through workshops, policy reviews, and inclusive practices.

### **Conclusion**

While Troy University has taken meaningful steps toward increasing minority leadership, the current progress suggests a need for renewed focus and strategic action to institutionalize practices that support sustained diversity in leadership.

### **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
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2019-2020	675
-----------	-----

2022-2023 Target	695
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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:**

100



**Spring 2025 Semester Update:**

25TSP	ADMIT	ENROLL	CH	HC
VNU-IS	0	271	933	106
UEB	2	1417	4047	492
HUST	2	1112	3452	464
DTU	0	138	461	59
*SEGI	0	8	24	7
*STU	0	0	0	0
	4	2946	8917	1128

The Spring 2025 assessment of enrollment numbers for the Southeast Asia teaching sites.

**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:**

100

**Spring 2025 Semester Update:**

1 - 4 Done

Addendum to #2. - Three partner universities added and talks are ensuing with Manchester Metropolitan University in the UK.

Addendum to #4 - QEP and PhD in LDR support provided to 35 students.

5. 23/24 - 340 participants, 24/25 - 396+ expected participants. Reflects a 16.47% in participation.

**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:**

100

**Spring 2025 Semester Update:**

The QEP has been fully implemented an the new Global Scholars Honors Program built off of the QEP. the GSHP will begin in Fall 2025 and a director has been hired to lead the program. The final QEP summary will be included in the 5th year report which is due March 2026.

**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:**

100

**Spring 2025 Semester Update:**

Spring 2025 (Spring/T3/T4):

**Applications**

- White: 32%
- Black: 31%
- Other/Unknown/Not Disclosed: 37%

**Admits**

- White: 50%
- Black: 45%
- Other/Unknown/Not Disclosed: 5%

**New Starts**

- White: 48%
- Black: 41%
- Other/Unknown/Not Disclosed: 11%

#### **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

**Spring 2025 Semester Update:**

In Spring 2025 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 feasible.