

# TROY UNIVERSITY

## 2020-2025 Strategic Plan 2022 Fall Update

Recruit – Retain – Graduate – Internationalization and Diversity



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# Executive Summary

## Strategic Plan

### 2022 Fall Update Report

#### Recruitment

- The Enrollment Office’s continued efforts to attract regional students to Troy University campuses in Fall 2022 showed some stabilization in new enrollments. A total of 14,553 applications for admission were produced for Fall 2022, an increase from the 12,659 applications for admission in Fall 2021. The applications produced an overall increase of 5% in fall new starts over Fall 2021 new starts.
- The redesign of troy.edu is in progress. The new TROY home webpage was launched on 11/23/2022 with “EXPLORE OUR ACADEMIC PROGRAMS.”
- The Study Abroad program has experienced a successful Fall in 2022. Twenty-six students were sent on two faculty-led programs, one program in the Bahamas and the other in Cuba.
- All academic programs now have an option for students to participate in an internship within their major.
- The Alumni Association, Alumni Board, and local Alumni Chapters continue efforts to raise funds for new endowment scholarships. The Alumni Scholarship is awarded to seven students, the Legacy Scholarship is awarded, and nine chapters have endowed scholarships that are awarded each year.
- TROY's Lead Change advertising campaign continues with career outcomes/alumni featured across all media tactics.
  - Traditional and non-traditional media impressions reached more than 280 million combined as of Chancellor's Briefings 2022
  - New users/visitors to the troy.edu website system are up 40+% year over year as of Fall 2022/T2 wrap-up.
- In 2022, The Advancement Office will establish twelve new scholarship endowment funds. Three of the new funds were established by future legacy (planned) gifts, including a \$3.4 million legacy (planned) gift for a future fund to provide scholarships for students with adaptive needs and a \$250,000 legacy (planned) gift for a future endowed fund to provide scholarships for students with physical disabilities. The Advancement Office raised over \$4.1 million in 2022 for endowed scholarships (\$504,000 in outright gifts and commitments and an additional \$3.6 Million in planned gifts).

## Retain

- The tangible gains in retention of part-time students at present are at a more macro level. The larger issue ahead is the micro discrimination of the part-time student data by race, gender, and modality of instruction. A baseline of this data will be provided in the update report.
- A Developmental studies work group is in place and had an initial meeting at the start of Summer 2022.
- The Leadership Institute successfully launched the Catalyst Troy Leadership Program and graduated its first cohort in the spring of 2022. The Catalyst Troy Leadership Program successfully linked the program with the City of Troy. Planning within the Leadership Institute will outline how this program can be expanded to other cities within the TROY “footprint.”
- Despite challenges, progress is being made in retention and degree completion. Traditional students entering college are still showing more signs of not being college ready across several metrics: academically, mentally, emotionally, and psychologically.

## Graduate our Students

- The 2022 Fall handoff from Admission to Professional Advisor was smooth. Additional tasks were added to CRM Advise for Professional Advisors and ASAs to capture the timely work completed with the students once the Admission handoff is completed.
- Each non-traditional campus has at least one HyFlex classroom. Additional courses have been developed to be offered in the HyFlex format.
- The “Take Another Look” project was completed, and its evaluation reviewed how advisors helped students through changes and where.
- Huron consultant group Workstream B is reviewing and optimizing the TROY academic inventory, and the project is 45% complete.
- With the consulting services of Huron, the Student Success Center expects the report Huron prepared to provide pathway options for the University to consider.
- An alumni survey is being developed to gather information about alumni and how TROY Alumni Association can serve them better.



## International & Diversity

- The firm IDP Connect, hired by Troy University, provides an on-demand, in-country database to identify international program and study abroad trends for more targeted recruiting.
- TROY's International sites had a successful fall enrollment with about 450 new enrollments for fall. Almost 750 students from our international sites enrolled in TROY classes this fall.
- Thirty students traveled for Study Abroad in the 2022 Fall semester. The program expects an increase in students for the academic year 2022 – 2023.
- The QEP is fully implemented in SCOB and CAS, and the faculty and staff training with the consultant is complete.

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## **Vision 2020-2025**

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

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# 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.



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## **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

### **Fall 2022 Semester Update:**

Fall 2022 continued to show some stabilization in new enrollments, following similar outcomes in summer 2022.

A total of 14,553 applications for admission were produced for Fall 2022, surpassing the 12,659 produced for Fall 2021. That increase was fueled largely by substantial increased in Troy Campus applications, both domestic and international. Although applications for TROY Online showed a healthy increase of 10% (over previous start term).

Goal attainment for applications submitted was over 100%.

Admits for Fall 2022 totaled 9,551, compared to 8,967 for the previous fall, representing a 7% increase in applications "admitted" for admission.

Troy Campus (domestic) accounted for 63% of total admits.

Overall New Starts increase 5% over Fall 2021.

### **New Starts, by location:**

Troy Campus UG: 5% Increase

Troy Campus GR: Even

International: 22% Increase

Troy Online: 9% Increase

Alabama Campuses: 6% Down

The 2022 End of Cycle Report is attached for additional details on the completed recruitment cycle for Fall 2022.

Attached Files

[Year End Recruitment Cycle Report - 2022.pdf](#)

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

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Mary Anne Templeton (mtempleton@troy.edu)

**Performance Indicator:**

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

**Percentage completion:**

90

**Fall 2022 Semester Update:**

Internal processes will need to be further explored in order to fully implement the approved one inventory.

### **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:**

78

## **Fall 2022 Semester Update:**

- Website redesign of troy.edu in progress
  - New home page launched 11/23/22 with "EXPLORE OUR ACADEMIC PROGRAMS" section above the fold, allowing visitors/prospects to actively search their interests.
  - Program page template design shared with provost and deans with launch scheduled for Fall 2023.
  - Program grid redesign planning meeting continue with new designs to be shared Q1 2023.
  - Emsi Career Coach XdgetBuilder is fully implemented across the website and built into all planned program page templates for the redesign as a live feature highlighting career opportunities for each academic program. Engagement over the past six months following implementation has seen approximately 833,000 total views with visitor totals growing from just 15,000 in January 2022 to more than 111,000 in November 2022.
- Search engine optimizations (SEO) to capture organic interest related to TROY's academic degree programs continue.
  - 40 total blog story features that focus on SEO keyword strategies are curated across my.troy and troy.edu to serve as evergreen content by degree program and industry topics
  - 41 total academic program page optimizations are in place with additional content planned to launch along with the new program page templates.
- TROY's Lead Change advertising campaign continues with career outcomes/alumni featured across all media tactics.
  - Traditional and nontraditional media impressions reached more than 280 million combined as of Chancellor's Briefings 2022
  - New users/visitors to the troy.edu website system are up 40+% year over year as of Fall 2022/T2 wrap-up.
- Restructured paid advertising search campaigns to segment by priority degrees.

Key Year Over Year (YOY) performance comparisons since the restructure include:

- Conversion rate has increased by 2,088%
- Cost per conversion has decreased by 89%

## **1.d. Increasing Study Abroad opportunities**

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

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

**Performance Indicator:**

**Percentage completion:**

30

**Fall 2022 Semester Update:**

22/FA is paving the way for a successful 22/23 study abroad year. There are 2 TROY students participating in exchange programs this semester and by Christmas, TROY will have sent approximately 26 students on faculty led programs; Men's Golf to the Bahamas with 11 participants and Study Spanish in Cuba with Dr. Johanna Alberich and approximately 15 participants.

I believe that being allowed to present in TROY 1101, albeit virtually, and offering interest meetings as Atlas activities has given TroyAbroad more exposure and educated TROY students on study abroad and the opportunities provided by Troy University.

Two internship programs have been added to TROY's partners; FIE and The Intern Group. Nine new faculty leaders have programs approved this year. Compensation for the extensive extra work in developing, proposing, recruiting and leading short term trips may help to increase faculty led opportunities.

## **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:**

100

**Fall 2022 Semester Update:**

All academic programs now have an option for students to participate in an internship within their major.

**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

**Fall 2022 Semester Update:**

We continue to use our very successful Alumni Board members and our alumni chapters to recruit good students to Troy. We provide each member with a leadership manual (manual also posted on our website.) We have continued to host Alumni Leadership Conferences twice a year

and have speakers from Enrollment Management, Career Services, etc. to take about recruitment and how our alumni can help.

Our Alumni Scholarship provides 7 students with scholarships each year and helps with recruitment and retention as these students are allowed to keep these scholarships (half tuition for 4 years) as long as they continue to make their grades. We also provide a Legacy Scholarship and our chapters provide scholarships as well. Nine alumni chapters have endowed scholarships and also give current scholarships. Many other chapters are currently working on endowments and the Alumni Board is continuing to give money towards the Legacy scholarship.

We continue to have alumni speak at the high schools and give out awards and/or scholarships. This gives high school students a chance to see how successful our alumni are and also meet with them face to face.

During Homecoming 2022 the Alumni Association and the Student Alumni Association sponsored two high school bands to play in the parade and then we treated them to the Homecoming football game afterwards. This was a wonderful recruiting tool.

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

### **Start:**

8/1/2020

### **End:**

7/31/2025

### **Responsible Users:**

Buddy Starling (bstar@troy.edu), Korrie Lynn Williamson (klwilliamson@troy.edu)

### **Performance Indicator:**

The effectiveness of these newly packaged scholarships will be measured by assessing the conversion rate between students that accepted a merit based award and enrolled. In addition, we have collaborated with Financial Aid to send out estimated award offers shortly after the application for the FASFA has opened.

### **Percentage completion:**

75

### **Fall 2022 Semester Update:**

While institutional scholarships continue to go under-awarded, conversion rates from awarded to enrolled did improve. For the third consecutive year, institutional total scholarship expenditures have remained well under budgeted amounts.

The repurposing of the Transfer Merit and Online Transfer awards to ONETroy Transfer and Phi Theta Kappa for transfer prospects proved successful.

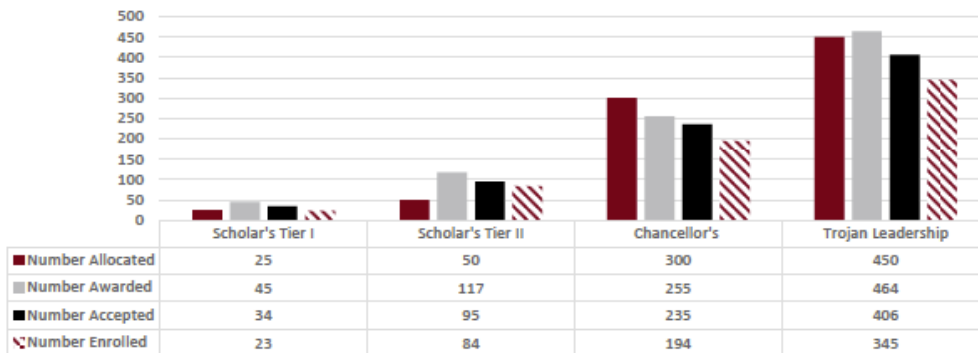
Additional details can be obtained through the End of Cycle 2022 Report (attached).

Attached Files

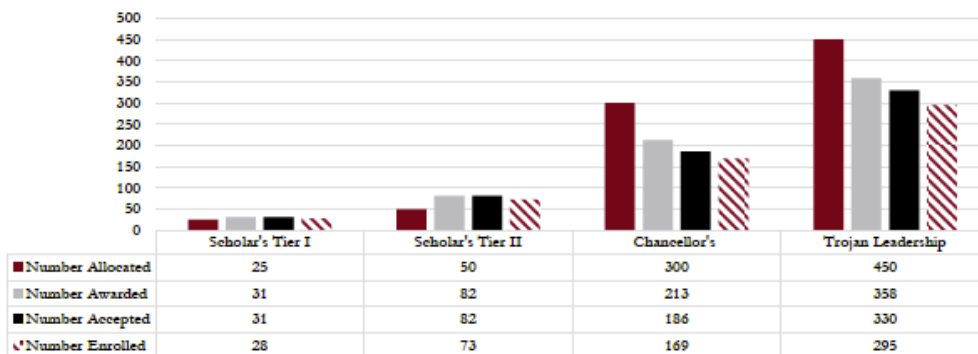
[Year End Recruitment Cycle Report - 2022.pdf](#)

**Year by Year Scholarship Numbers**

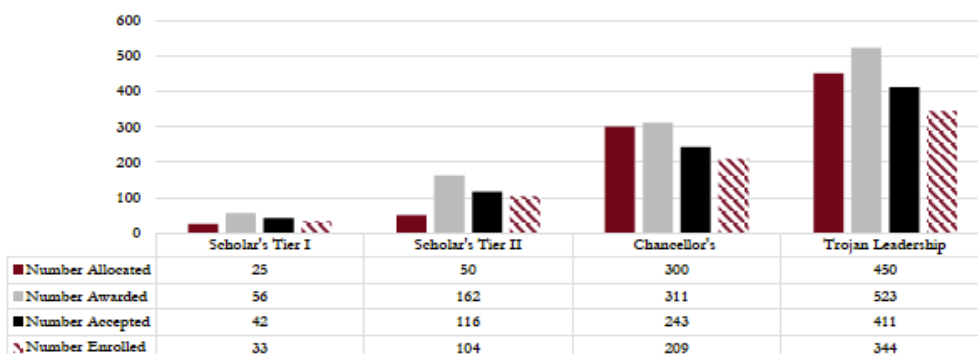
**Fall 2022**



**Fall 2021**



**Fall 2020**



## **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:**

95

**Fall 2022 Semester Update:**

Will begin awarding 23/24 financial aid that has been received by December 1, 2022. We continue to process daily, new awards for the current academic year.

## **1.i. Launching a renewed and enhanced advertising campaign that targets key student groups likely to be interested in TROY in new and creative ways that are supplemented by owned media.**

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

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

**Performance Indicator:**

Troy University's office of Marketing and Communication issued a request for proposal (RFP#20-005) for Marketing and Creative Services in 2020 with a primary goal to launch a renewed and enhanced advertising campaign during AY2020-2021 that engages student

prospects likely to be interested in TROY in new and creative ways including owned media tactics.

Intermark Group of Birmingham, Alabama was awarded Agency of Record (AOR) designation as a result.

Because of these actions and executive leadership's renewed financial and operational commitments to support the new AOR partnership, projections for the launch of TROY's new advertising campaign is set for Spring 2021.

**Percentage completion:**

100

**Fall 2022 Semester Update:**

- Troy University's **Lead Change** campaign and strategic positioning focused on leadership continues with the 2023 fiscal year media plan in place.
  - Traditional and nontraditional media impressions reached more than 280 million combined as of Chancellor's Briefings 2022
  - New users/visitors to the troy.edu website system are up 40+% year over year as of Fall 2022/T2 wrap-up.
  - Paid ad retargeting for both Recruit® CRM and stealth visitors to Admissions' webpages launched using multiple media tactic tests
  - Paid search Search Engine Marketing (SEM) restructured to focus on ad groups by keyword match and priority degree programs with conversions up more than 2000% and costs per conversion reduced almost 90%.
  - "Follow the Leaders" sub campaign launched as directional and promotional push for campus tours by traditional prospects and their parents.

**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

### **Fall 2022 Semester Update:**

For the recruitment cycle concluding with Fall 2022, master's level applicants accounted for over two-thirds of non-trad applications for admission. fueled by programs online. 52% of these graduate applicants enrolled, below the established target of 60%.

Online graduate applications increased 3% over Fall 2021.

Additional details on this objective can be found in the attached End of Cycle 2022 Report.

Attached Files

[Year End Recruitment Cycle Report - 2022.pdf](#)

### **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:**

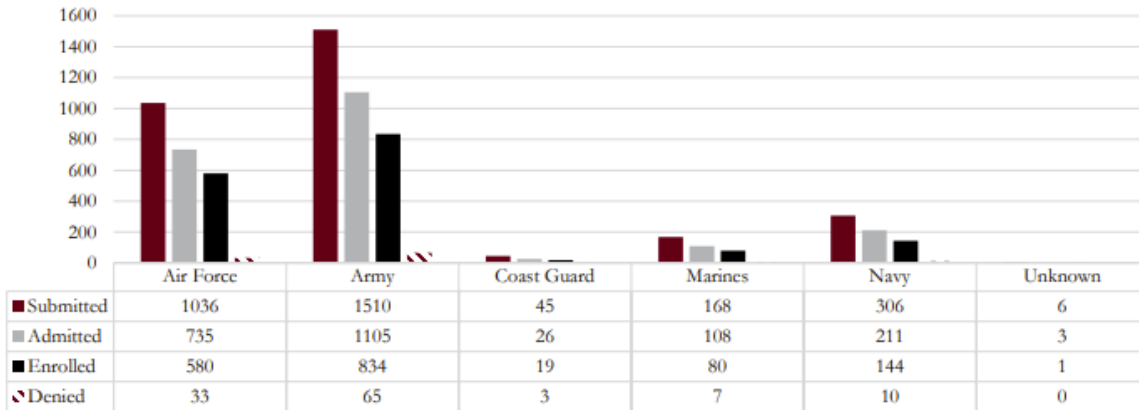
22

### **Fall 2022 Semester Update:**

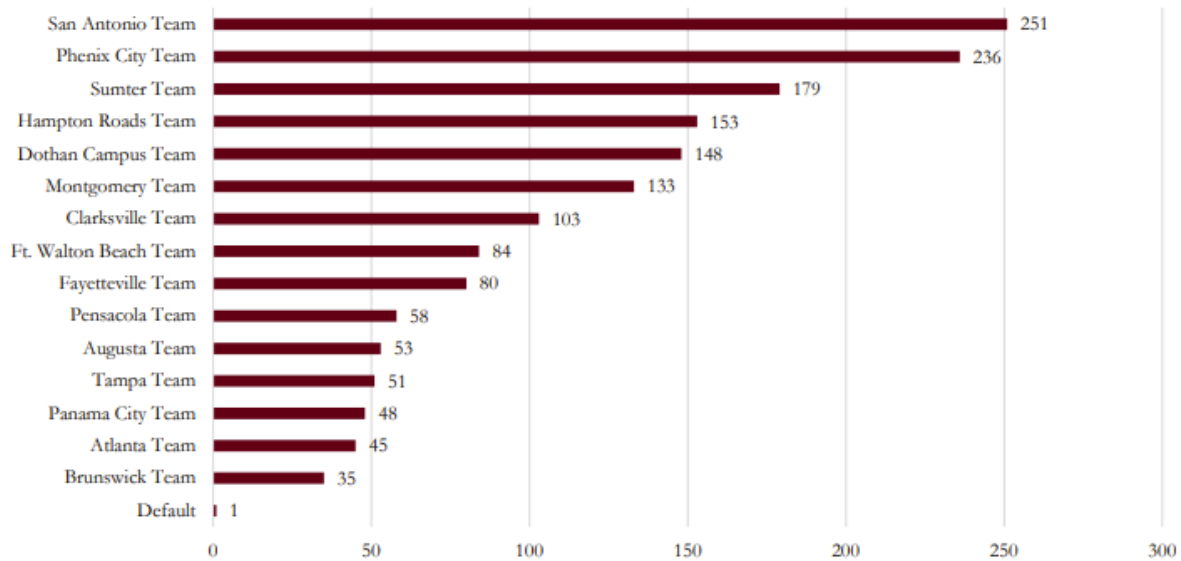
By Military Branch, Army produced the high percentage of non-traditional applications and new starts, followed by the Air Force



**Total Funnel Activity**



**Military New Starts by Recruitment Team**



Attached Files

[Year End Recruitment Cycle Report - 2022.pdf](#)

**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:**

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:**

75

**Fall 2022 Semester Update:**

In 2022, we signed agreements with new donors that established or will establish twelve new scholarship endowment funds. Three of the new funds were established by future legacy (planned) gifts to include a \$3.4 million legacy (planned) gift for a future fund to provide scholarships for students with adaptive needs and a \$250,000 legacy (planned) gift for a future endowed fund to provide scholarships for students with physical disabilities. In total, we have raised over \$4.1 million in 2022 for endowed scholarships (\$504,000 in outright gifts and commitments and an additional \$3.6 Million in planned gifts).

We have a ways to go to raise the bar and consistently raise twelve new scholarships (including three new legacy scholarships every year), but these goals will be outlined in our 2023 alumni and development operating plan. We have put in a new college-based structure this year that should also put college-based scholarships in the forefront, which should propel our goals even higher in this area for years to come.

I must add that the current state of long-term investments and the loss of endowment monies has added a difficult challenge to raising and maintaining new endowed scholarships. Because of sharp market losses for three consecutive quarters, we now have over 50 endowed funds that are "under water". This is an unprecedented issue that will add some difficulty to maintaining this goal if a bull market continues into the future.

## 2. RETAIN

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



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

### **Start:**

8/1/2020

### **End:**

7/31/2025

### **Responsible Users:**

Hal Fulmer (hfulmer@troy.edu)

### **Performance Indicator:**

Three main performance indicators should be used to measure part-time student success:

1. Retention of part-time students, semester/term to semester/term as well as annual retention
2. Progression of part-time students, annually and across years
3. Degree completion for part-time students and particularly time-to-degree data

### **Percentage completion:**

40

### **Fall 2022 Semester Update:**

While some progress is being made, the issue of part time student success (defined as "retention-progression-degree completion") continues to be a significant issue for the University's overall student success efforts. The last two years (Spring 2020-Summer 2022) have been particularly difficult for all students and especially part time students. Students have been shuttled between in-class and online courses and also been placed, occasionally, in courses which use both modalities. For part-time students, the path forward has been especially challenging with the typical stop-outs, compounded by the forced stop-outs of COVID. Overall, the University continues to discuss, and seek ways, to address part time student success. At present, the tangible gains are at a more macro level (looking at all part-time students). The larger issue ahead is the micro discrimination of the part time student data by race, gender, modality of instruction, etc. It is in the micro analysis of *which* part time students are more successful and which are less so that the University will make its gains with this group.

Two essays are attached, focusing on the heightened role of "academic advocacy" through professional staff members and the NSC report on completion rates of first-time college students.

### **Attached Files**

[Academic advocacy on 2 campuses is helping more students cross the finish line .pdf](#)  
[Microsoft Word - PDP Insights Report Final 6 28 2022-KD.docx - PDPInsightsReport.pdf](#)  
[2020-22 Baseline Data Part-time student Troy University Headcount Enrollment \(AY 2020-21 vs AY 2021-22\).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:**

40

**Fall 2022 Semester Update:**

The focus on developmentally placed students, especially those who are identified as "traditional" students (18-24 years old) continues to be a major focus of the Academics division at the University. In the Summer 2021 and again in the Summer of 2022, the percentage of developmental placement at the IMPACT intake was at 75%, meaning that 3 of every 4 incoming students to the Troy Campus were placed in one, or both, developmental areas of Math and English. The course availability for these developmental areas were exhausted by the end of Fall registration, forcing some developmentally placed students to wait until Spring 2023 to enroll in the course(s). This is a concern. Additionally, instructor availability (and training) to deliver these classes is a concern as well. Virtually all of the Math developmental courses, for example, are delivered by adjuncts, which means that many of the course times are off of the main daily class clock. Which means that a student might have a morning class and then no classes until 5:00 or 6:00 p.m. The continuity of the day, in terms of class times, is important to student success and especially so for developmentally placed students. A developmental studies work group is in place, and had an initial meeting at the start of Summer 2022. It is currently not meeting, pending next steps (and additional members) by the SVC-Academics. It is presumed, and planned, to begin formal meetings and discussions again in January 2023. The JWS Center, along with the Centers for Student Success at the three Alabama campuses, continues to advise and assist developmentally placed students through their transition into formal academic credit classes. Of concern moving forward is a perceived need for assessment of developmental reading issues and a plan for remediation through some type of developmental course in reading. TROY 0095, a learning skills course, is offered to students who are placed in both developmental subject areas and has full course sections in the Fall semesters.

The essays is included below on the impact of COVID on high school student preparation for college-level work. While Alabama improved its ranking (from 52 to 46), a majority of states saw declines in ACT/SAT scores and overall college readiness. The Alabama "gain" may be the result of other states slipping farther down the ranking, which "boosted" Alabama up slightly. Overall, there is no strong sense that the stakeholder students entering Troy University, and especially the Troy Campus, are more college-ready than they were 3 or 5 years ago.

Attached Files

[Math Scores Fell in Nearly Every State, and Reading Dipped on National Exam - The New York Times.pdf](#)

[The Pandemic Erased Two Decades of Progress in Math and Reading - The New York Times.pdf](#)

## **2.c. Enhancing scholarship support for promising students.**

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Buddy Starling (bstar@troy.edu), Korrie Lynn Williamson (klwilliamson@troy.edu)

**Performance Indicator:**

The new merit based scholarship program was released beginning fall 2020. We have worked and continue to work diligently to advertise the scholarship program as well as Foundation Scholarships to qualified students. The role that we play in the Office of Admissions is primarily for incoming students however, we meet often with current students who are performing well at TROY and need additional assistance. Due to our Academic Works Scholarship platform we have been able to actually track offered awards to transmitted awards, allowing us to utilize more Foundation Scholarships than we have in the recent 5+ years. Our performance will be reviewed by the transmittal rate of both merit and foundation scholarships compared year over year.

**Percentage completion:**

75

**Fall 2022 Semester Update:**

Based on the annual transmittal of Foundation Scholarships, this update will be available in full after Term 5, 2023. This will allow the correct, full transmittal awards and amounts to be reported.

## **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:**

40

### **Fall 2022 Semester Update:**

Fall 2022 marks the first fall since 2020 that is more removed from the COVID issues and protocols. But, the COVID context (2020-2022) has created issues which are having significant downstream effects: ACT/SAT scores are down, both in the state and nationally, general college readiness among stakeholder students is less than desirable, and developmental placement is at/above 70% for the general intake during summer IMPACT on the Troy Campus. Retention numbers, University-wide, are in the mid-70% range. Graduation rates have increased, which is positive, but overall concerns remain for selected student demographics within the population, most specifically full-time vs part-time as well as gender and race. Concerns continue for Second Year retention (more properly defined as "progression" since First Year is the typical retention marker. In general, progress has been made but the COVID impact and resulting influence cannot be discounted. It may be several years before the COVID context fully lifts. Of principle concern, now, is that the current freshman students, as well as any students who entered in the Falls of 2020 and 2021, are likely less college ready and more likely to have issues of retention and progression (and degree completion). Additionally, student mental health issues seem more pronounced, whether impacted by the COVID context or other socio-political



factors. In a word, students--especially traditional students who enter the Troy Campus--are not college ready across any number of metrics: academically, mentally, emotionally, psychologically. The downstream of the intake from the last three Fall semesters (2020-2022) will require the institution to work harder, smarter and more diligently to assist these students to success. Essay attached below discusses student mental health issues among current college students.

Attached Files

[What colleges can do to alleviate the mental health crisis on campus Fortune.pdf](#)

## **2.e. Revitalizing Leadership program.**

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Kerry Plamer (kjpalmer@troy.edu)

**Performance Indicator:**

The following items will be key to the revitalization of the leadership program at Troy University:

1. The success of the free online "Introduction to Leadership" course, offered in the summer of 2020, will serve as the catalyst for evaluating and improving all leadership courses offered within the university.
2. The Institute for Leadership Development will begin collaborating with other colleges and programs within the university in order to better serve the leadership training needs of students, as well as identifying opportunities for students to serve in leadership positions throughout the university.
3. The Institute for Leadership Development will collaborate with the community, beginning with Troy/Pike County, for leadership training. Future expansion of this initiative will include Montgomery/River Region, Phenix City/Columbus, Dothan, and the Wiregrass region. These community partnerships will be designed to train local community leaders to serve in municipal positions, on non-profit boards, and in civic organizations.
4. The Institute for Leadership Development will expand the current Chancellor's Fellows program to offer opportunities for internal leadership training throughout the university.
5. The Global Leadership Ph.D. will serve as the exemplar program within TROY's leadership initiatives. This program will be selective, attracting top students from around the world, along with distinguished professors and guest lecturers.

**Percentage completion:**

35

**Fall 2022 Semester Update:**

1. The free leadership course offered in the summers of 2020 and 2022 contributed to major revisions in LDR 1100, Introduction to Leadership. Faculty in the Leadership Institute are reviewing 2000 and 3000-level courses now and will bring recommendations for changes and enhancements during the coming academic year.
2. Dr. Clifford Humphrey began his tenure as Executive Director of the Institute for Civic and Global Leadership 1 June 2022. Dr. Humphrey is presently conducting a comprehensive review of the Institute. This review will include an analysis of ways the Institute can assist with leadership development across campus.
3. The Leadership Institute successfully launched Catalyst Troy and graduated its first cohort in the spring of 2022. Current planning within the Institute will outline how this program can be expanded to other cities within the Troy "footprint."
4. The 2022-23 class of the Chancellor's Fellows began their year under the direction of Dean Kerry Palmer. They have had their project for this year approved by the Chancellor and they are presently working toward implementation. The Fellows meet the last Wednesday of each month for a day dedicated to their work and their leadership development. Mentoring assignments for Fellows are based on their career interests, and are designed to facilitate movement into leadership positions within the university.
5. The Global Leadership PhD continues to attract and retain quality students. The first cohort will begin dissertation preparation in the fall of 2023.

**2.f. The University will maintain its commitment to provide a robust and supportive collegiate life that includes opportunities for leadership development, a vibrant Greek system, Division One Athletics, and ongoing adoption of new technologies**

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

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

**Performance Indicator:**

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

Some of the measurable indicators will include:

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

**Percentage completion:**

50

**Fall 2022 Semester Update:**

Efforts in Leadership and Involment continue. Here are a list of some things from this Fall:

1. Freshman Forum and SGA Leadership Retreat
2. Sorority Recruitment – pledged 210 in recruitment, 10 in open recruitment
3. Panhellenic hosted two luncheons for international students during their orientation that women going through recruitment participated in.
4. Women participating in sorority recruitment donated items for Civic Engagement's Back Pack for Kids program. This gave them enough donations to supply the program for six months.
5. Meet with Campus Organization Presidents during September to update names and to review university policy and go over how to do things on campus.
6. SGA assisted with move in weekend.
7. Greeks hosted Sorority Haunted Hill
8. Panhellenic, IFC (and I think NPHC) representatives spoke at ISCO meeting about Greek life.
9. IFC and NPHC men attended a Title IX training given by their advisors.
10. Panhellenic women worked the children's area of the Peanut Butter Festival.
11. Greeks worked Salvation Army Bell ringing for 2 weeks in November. It has been a long tradition that Greek begin the bell ringing in Troy.

12. SGA held an event for Constitution Day
13. SGA held promote the John W. Schmidt Center.
14. SGA has regularly attended the Culinary Council meetings giving feedback on the Dining Hall and helped promote the dining hall evaluations
15. SGA Justices have been attending the Student Affairs Judicial meetings when assigned.
16. SGA hosted a watch party for an away football game.
17. SGA hosted Homecoming Week and the selection of Mr. and Miss Trojan Pride and the Homecoming King and Queen. During Homecoming the SGA Food Drive collected around 7,000 items. This was the largest donation ever made to Civic Engagement. These items stock the campus pantry and Back Pack for Kids.
18. SGA gave out scantrons during mid-term week
19. SGA took students to the Troy vs South Game and Troy vs Ole Mississippi State game
  1. Welcome Week Events
  2. Freshman Forum hosted a Pumpkin Painting with UAC.
  3. NPHC hosted their fall convocation which over 200 students attended
  4. Freshman Forum hosted a speed friend event.
  5. Freshman Forum hosted a Friends Thanksgiving pot luck dinner for international students.
  6. SGA night walks
  7. UAC and Freshman Forum movie night.
  8. SGA pep rally
  9. Breast Cancer walk with Colleges Against Cancer
  10. NPHC hosted a meet and greet with NAACP
  11. NPHC hosted a clothing drive
  12. Greeks groups assisted in move in day

### 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.



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

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

Kimberly Shaver (kshaver@troy.edu)

**Performance Indicator:**

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

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

**Percentage completion:**

100

**Fall 2022 Semester Update:**

- Professional Advisors worked closely with Admissions to enhance the new student welcome process to ensure the handoff from Admissions was smooth, and course suggestions and pre-planned courses were added to notes so Enrollment Coordinators could assist with the enrollment process.
- Additional tasks were added to Customer Relationship Management (CRM) System, known as CRM Advise, for Professional Advisors and Academic Services Associates (ASAs) to capture the timely work completed with students once the Admission's handoff is completed.
- CRM Tasks were also added to capture day-to-day work during the registration period.

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

**Start:**  
8/1/2020

**End:**  
7/31/2025

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

**Performance Indicator:**

**Percentage completion:**  
25

**Fall 2022 Semester Update:**

Each non-traditional campus has a least one HyFlex classroom. Additional course have been developed to be offered in the HyFlex format.

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

**Start:**  
8/1/2020

**End:**  
7/31/2025

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

**Performance Indicator:**

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

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

**Percentage completion:**  
100



## Fall 2022 Semester Update:

- Professional Advisors/Academic Services Associates (ASAs) completed the "Take Another Look" project, where they reviewed evaluations for all active advisees to see if additional credits could be applied, change of program would help the student, if an updated catalog would reduce the number of courses needed, or if course substitutions were an option. Please find the results attached below.

Academic Services	Students Reviewed	Catalog Update	Program Changes	Course Adjustments	Substitutions	Credits Saved Today	Potential Additional Credits Saved
Week 1	522	19	26	69	24	772.33	1094
Week 2	445	19	14	53	35	413	1016
Week 3	444	7	8	43	8	231.68	638
Week 4	445	10	11	38	19	292	940
Week 5	445	1	9	29	10	246	444
Week 6	445	2	12	47	49	599	954
Week 7	445	11	6	31	17	181	830
Week 8	445	7	11	36	19	396	1217
Week 9	430	15	12	32	8	294	661
Week 10	310	10	7	23	6	290	461
Week 11	285	2	2	22	8	157	411
Week 12	285	4	4	24	13	197.33	460
Week 13	285	8	5	29	9	251	256
Week 14	289	13	3	41	6	346	91
Week 15	234	1	3	21	4	197	114
Totals	5754	129	133	538	235	4863.34	9587

Team	Students Reviewed	Catalog Update	Program Changes	Course Adjustments	Substitutions	Credits Saved Today	Potential Additional Credits Saved
CAS	2163	87	49	264	121	2176.01	2999
CSS	47	0	0	4	0	4	0
COE-CFA-HHS	1964	30	25	182	30	1425.33	2212
SCOB	1580	12	59	88	84	1258	4376
Totals	5754	129	133	538	235	4863.34	9587

- Professional Advisors and ASAs completed the following text/callouts to students who were "Active Not Registered" (ANR) meaning they have an active program but have not registered in the previous two terms and the "Registration Reminder" (RR) texts/callouts to students who were registered in the previous term, but have not yet registered in Week 3 of the registration period.

Term	ANR Texts	ANR Registrations	ANR Enrollments	Credits	RR Texts	RR Registrations	RR Enrollments	Credits	Estimated Tuition Generated*
22/T1	294	79	119	346	156	34	51	151	\$192,836.00
22/T2	261	41	55	161	248	76	115	341	\$194,776.00

### 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:**  
50

**Fall 2022 Semester Update:**

The University has contracted with Huron consultant group to conduct two workstreams. Workstream A is intended to review all aspects of our recruiting, retention, progression, and graduation processes. This workstream has been completed and a copy of the summary information has been attached. Workstream B is intended to review and optimize our academic inventory. This phase of the project is 45% complete.

Attached Files

[Troy University Final Strategic Enrollment Plan 10-2022.pdf](#)

**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:**  
45

**Fall 2022 Semester Update:**

Progress has been made, incrementally, across several areas. The Center for Student Success on the Montgomery Campus was infused by a Title III grant and has a new venue and new resources (fiscal, physical and human) to assist student success on that campus and to any University students who go there. Additionally, the Centers on the Dothan and Phenix City campuses are strong and active but are razor-thin in staffing. The JWS Center on the Troy

Campus is the most staffed and has the most developed units but still operates on a thin margin. For example, the Advising team--which advises all students up to 45 hours plus all developmental students plus all undeclared students plus all BIS students has 8 dedicated full time staff. In a typical semester, these advisors may be providing services to 40% or more of the entire Troy Campus undergraduate population. It is critical that these Centers continue to be well-supported in their activities and efforts. Any downstream success in the various Colleges with major programs is dependent on the work done in these campus Centers. Additionally, the work done to support the at-risk TROY Online students is critical to the University's long-term retention, progression and degree completion achievements. The University has secured the consulting services of Huron and it is expected that Huron will provide pathway options for the University to consider. Perhaps not the least of these is for the Center advising model (professional staff models) to be exported to the five Colleges. As the attached essay regarding the state of the market in higher education, it is paramount that the University provide and continue to provide significant resources in the areas of support for at-risk students and student success. The University's stakeholder population, in general, is not now and will not be in the immediate future, a majority of "college ready" individuals. The University's commitment to success resources will be a key in translating "not college ready" into "college successful" for these stakeholders.

Success grants achieved in the last year-two years include the Title III grant for the Montgomery Campus, the renewal of the TRIO-SSS grant which supports Troy, Dothan and Montgomery students and the TRIO-McNair grant which principally supports the Troy Campus. Working well ahead of actual university admission, the University's TRIO-Upward Bound grant was also renewed.

Attached Files

[State of the Education Market Trends and Insights in Key Bachelor's Disciplines - 2021-State-of-the-Market-Bachelors.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

**Fall 2022 Semester Update:**

We continue to build on the relationships we have made and invite new alumni to participate in the Alumni Association as well. We continue to promote involvement with the many programs and events that we have all year. We also continue to communicate with our alumni through e-mails, direct mail and we use our social media. We have social media ambassadors that help us spread the great news about TROY. We encourage our alumni chapters to communicate and include new alumni in their chapters as well as parents of current students.

We also continue to make good use of our Alumni magazine and blogs to tell our story as well as our radio and tv stations.

We also continue our Membership in May campaign to bring in more alumni to the Association. This brings in money to the university but also raises awareness of Troy University and the Alumni Association and the many benefits it provides for our alumni and donors.

Our chapters also help us stay connected to our alumni and friends through their many chapter activities such as watch parties and golf tournaments.

## 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.



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**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:**

25

**Fall 2022 Semester Update:**

The University, along with Marketing, Admissions, and the College of Education continue to promote and build quality in the Global Leadership program.

**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

**Fall 2022 Semester Update:**

- IDP Connect provides on-demand, in-country database to identify program and study abroad trends internationally for more targeted recruiting. Top countries and programs of interest among international students are as follows:
  - Countries: India, Vietnam, Nepal, Nigeria, Canada, Spain, Germany, Bangladesh, Japan, The Bahamas
  - Undergraduate programs: Economics; Global Business; Computer Science; Hospitality, Sport & Tourism Management; Psychology; Accounting; Graphic Design
  - Graduate programs: Computer Science, Business Administration, Counseling, Sport Management
- 1-2-1 partnership agreements drive prospect recruitment from China, Vietnam and Malaysia for TROY's undergraduate programs in Communications; Computer Science; Global Business; Hospitality, Sport & Tourism Management; Psychology and more.
- Website redesign of troy.edu in progress, emphasizing TROY's academic program offerings
  - The new home page launched on 11/23/22 with the "EXPLORE OUR ACADEMIC PROGRAMS" section above the fold, allowing visitors/prospects to actively search their interests. International home page redesign to model main page.
  - Program page template design shared with provost and deans with launch scheduled for Fall 2023.
  - Program grid redesign planning meetings continue with new designs to be shared in Q1 2023.
- Search engine optimizations (SEO) to capture organic interest related to TROY's academic degree programs continue.
  - 40 total blog story features that focus on SEO keyword strategies are curated across troy.today and troy.edu to serve as evergreen content by degree program and industry topic
  - 41 total academic program page optimizations are in place with additional content planned to launch along with the new program page templates.



#### **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:**

5

**Fall 2022 Semester Update:**

The University Registrar position has been filled with a minority hire.

#### **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
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Fall 2019	440
Fall 2020	592

This inconsistency is due to timing as terms at the international sites do not always align with domestic terms, however, we will continue to promote the programs and measure progress towards the 700 TROY-International home location goal by 2022-2023.

**Percentage completion:**

85

**Fall 2022 Semester Update:**

This fall we were able to travel to our sites in Vietnam for the first time in two years. We attended graduation ceremonies and attended recruiting fairs. We had a successful fall enrollment with about 450 new enrollments for fall. We had almost 750 students from our sites enrolled in TROY classes this fall. We are hoping that our recruiting efforts will show for fall 2023.

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

**Start:**

8/1/2020

**End:**

7/31/2025

**Responsible Users:**

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

**Performance Indicator:**

Troy Abroad office housed within the International Programs office ...

1. Will have at least one external provider with the ability to coordinate study abroad opportunities for students in each continent for short term study abroad.
2. Seek exchange partnerships and agreements for students to have semester to year long immersive study abroad opportunities.
3. Identify centers for students from various disciplines to participate in experiences like Pietrasanta.
4. Provide logistical support for the QEP and Ph.D. in Leadership programs requiring study abroad experiences.
5. Target an annual 5% increase in study abroad participants.

**Percentage completion:**

40

**Fall 2022 Semester Update:**

1. To date Troy Abroad has 7 third party external study abroad providers with an 8th agreement in process. Two of these providers focus on internships.
2. Troy Abroad regularly receives solicitations for exchange partnerships and leads from TROY recruiters. These are pursued and vetted. The biggest hurdle in these situations is the number of courses taught in English at the international university.
3. Prior to covid, TroyAbroad and Nursing were in the process of vetting Coventry University in Coventry, UK. Plans have been resurrected and are on going.
4. The PhD in Leadership in April 2021 was a resounding success. The approximately 25 PhD trip participants will be traveling to South Africa in 2022.
5. Approximately 17 students will travel in 22/FA - 2 for the semester and ~15 to Cuba with Dr. Johanna Alberich. Numbers for 22/23 seem to be keeping pace with 21/22 (251). An accurate 22/23 total showing the increase will not be available until after 23/SP.

**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

**Fall 2022 Semester Update:**

The QEP has been fully implemented in two colleges. CCFA and COE began implementation this semester. Data will be available by next fall's reporting cycle. With the return of study abroad, the colleges can fully implement that aspect of the QEP.

Faculty and staff training with the consultant is complete. The QEP leadership team is currently working to develop a long-term training for faculty and staff. Rich Ledet and Wendy Broyles are working with marketing to establish a podcast focusing on internationalization and global awareness.

#### **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:**

30

**Fall 2022 Semester Update:**

Please see attached End of Cycle Report for Fall 2022

Totals for Racial Breakdown (Non-Traditional) can be found on page 20.

Totals for Racial Breakdown (Traditional) can be found on page 42.

Attached Files

[Year End Recruitment Cycle Report - 2022.pdf](#)

#### **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

**Fall 2022 Semester Update:**

