

TROY UNIVERSITY

2020-2025 Strategic Plan 2024 Spring Update

Recruit – Retain – Graduate – Internationalization and Diversity



Draft Executive Summary Strategic Plan 2024 Spring Update Report

Recruitment

- Enrollment Management achieved all enrollment goals for Spring 2024 (24/SP and 24/T3). Applications Submitted for Spring 2024 (24/SP and 24/T3) continued the upward trend experienced in Fall 2023. Additionally, admits and new enrollments increased compared to the same start terms in 2023. Applicants Admitted as students increased by 171%, and students enrolling as new starts at an increase of 100.34%.
- The website redesign of troy.edu is in progress, with academic colleges and program features as a top priority for Spring 2024. The new online catalog for undergraduate and graduate programs was launched in Spring 2024. The new degree map automation is included for all catalog academic programs. All new academic programs for the next academic year are added to the site with optimized content for search. Building a new program grid into Web CMS with expanded filter and search capabilities.
- Ten Troy University students studied abroad in the 2024 Spring semester in Japan, South Korea, France, the UK, Finland, Spain, and Belgium. Twenty-two (22) faculty-led programs were proposed this academic year. Nineteen (19) of them were successful, with four traveling in the fall of 2023 and fifteen in the Spring of 2024 and summer of 2024.

The number of partner universities continues to grow, with the addition of Santa Paula University, Costa Rica, Turan International University, and Uzbekistan. Negotiations are in process with two universities in Ecuador and several in Germany.

- The Department of Psychology appointed an internship coordinator who has been working to secure additional internship opportunities for our students.
- Alumni Affairs and the Alumni Board work with each chapter to ensure it is responsible for giving scholarships, which help in the recruitment process. The Alumni Affairs work weekly with the Coordinator of Scholarship Management regarding scholarships, and I work with her and Admissions to send alumni to Awards Day programs to give out these scholarships.
- Troy University's *Leadership* campaigns continued with the 2024 fiscal year media plan in place. Traditional and Nontraditional media campaigns have delivered more than 300 million impressions since the beginning of the fiscal year. To date, in the Fiscal Year 2024, 16,548 total applications have been submitted, with a 29% YoY cost per application decrease.

Retain

- The Montgomery, Phenix City, Dothan, and Online Campuses are more likely to be populated by students who are part-time in some fashion during their engagement with the University. These students are at risk of not progressing and not graduating in a four to five-year university delivery platform. There are some student success structures at these locations, but not for part-time students. The Montgomery Campus has worked to develop a student success center that meets the needs of part-time students. The Montgomery Campus has invested a high level of human labor to engage part-time students for their progression toward degree completion.
- The JWS Center, which examined the impact of developmental placement on student progression and degree completion, continues to support an understanding of developmentally placed students. There will be two new MTH courses in the Fall of 2024, which will attempt to bridge higher level developmental students into a 4-hour course incorporating both General Studies credit and developmental catch-up work. In Fall 2025, the office of FYS hopes to bring similar English classes.
- The Leadership Institute has secured an agreement with the Sorrell College of Business Global Business program. Beginning in Fall 2024, the Leadership Development minor will be a concentration within the Global Business program. The Leadership Institute continues to expand relationships with Youth Leadership Development Programs (YLDP), adding Autauga County and areas around Birmingham, AL. Now have affiliations with 7 YLDP programs.

Graduate our Students

- The Hyflex model has been adopted in the College of Communication and Fine Arts in the 2260 Classical Mythology course by offering the Hyflex option. Also, most College of Education courses are now online, and Hyflex course options are used where appropriate on Dothan, Montgomery, and Phenix City campuses.
- The retention efforts by the ASAs through the Active Not Registered (ANR) calls and the Registration Reminder (RR) calls in terms T3, T4, and T5 generated are calculated conservatively at the undergraduate rate. The inclusion of graduate students is in this retention effort. Estimates calculate that 1722 students reenrolled, at an estimated 5017 credit hours, with an estimated \$3,341,520 tuition generated.
- The College of Health Science is poised to propose five academic programs in 2024-25 to meet emerging needs within healthcare. The College of Communication and Fine Arts is working to offer Graphic Design and Multimedia Journalism as online options.
- Alumni Affairs Chartered the Troy University Alpha Tau Omega alumni chapter and were one of the sponsors for their Walk Hard event this Spring, 2024. Alumni Affairs recently partnered with Jersey Mikes on a Day of Giving, with proceeds going to the alumni

scholarship fund. Over \$13,000.00 was raised, allowing our Pike and Montgomery counties alumni to participate.

Internationalization & Diversity

- The Global Leadership PhD Program has exceeded projected enrollment. Enrollment projections are based on the Global Leadership PhD Proposal to the Alabama Commission on Higher Education, which was approved in 2019. The initial cohort of 14 students is enrolled in dissertation classes and in the process of defending dissertations. Cohort 2 students (14) are enrolled in dissertation classes and beginning the process.
- Through the International Programs office, the Study Abroad office has completed three of its goals as a part of the Action Item: to provide Alabama students with opportunities to study in Europe and Latin America. Partnering, the University now works with external providers who coordinate and offer short-term study abroad trips on each continent. Forged partnerships with institutions where a student can spend a semester abroad studying with another institution. The Study Abroad office has worked with the Ph.D in Global Leadership and the QEP in each college, supporting their study abroad needs.
- The QEP- Global Scholars program has been implemented with all five colleges. The QEP team is working with the Senior Vice Chancellor of Academic Affairs to determine common admission standards for the Global Scholars program across all colleges.

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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.

Responsible Users:

Blake Bedsole (cbbedsole@troy.edu), Toby Killcreas (tkillcreas@troy.edu)

Performance Indicator:

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

Percentage completion:

35%

Spring 2024 Semester Update:

Spring 2024 (24/SP and 24/T3) Update

Enrollment Management achieved all enrollment funnel goals for Spring 2024 (24/SP and 24/T3)

Applications Submitted for Spring 2024 (24/SP and 24/T3) continued the upward trend experienced in Fall 2023. Additionally, both admits and new enrollments increased, by comparison to the same start terms in 2023.

Target Attainment by Funnel Stage (All Recruitment Territories):

- Applications Submitted - 201% goal attainment (goal was 3,242 applications; applications received was 6,511)
- Applicants Admitted - 171% goal attainment (goal was 2,108 admits; students admitted were 3,603)
- New Starts - 100.34% goal attainment (goal was 1,475; new starts were 1,480)

New Starts by Location:

- Troy Campus UG: +7 (96% goal attainment)
- Troy Campus GR: -3 (80% goal attainment)
- International: +75 (142% goal attainment)
- Troy Online: +120 (102% goal attainment)
- Alabama Campuses: -20 (75% goal attainment)

24/T4 Update

Enrollment Management did not achieve enrollment funnel goals for Spring 2024 (24/T4)

Applications Submitted (-3%), admits (even), and new enrollments (-6%) for 24/T4 decreased, compared to 23/T4.

While decreases were experienced in all areas of the funnel, the Enrollment Management team still had good overall goal attainment.

Target Attainment by Funnel Stage (All Recruitment Territories):

- Applications Submitted - 77% goal attainment (goal was 1,758 applications; applications received was 1,347)
- Applicants Admitted - 82% goal attainment (goal was 1,143 admits; students admitted were 932)
- New Starts - 80% goal attainment (goal was 765; new starts were 615)

New Starts by Location:

- Troy Online: -40 (80% goal attainment)
- Alabama Campuses: +1 (83% goal attainment)

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

Attached Files

[Targets - 24T3 and 24SP.xlsx](#)

[Targets - 24T4.xlsx](#)

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

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 2024 Semester Update:

This has been completed, no report to provide.

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

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:

90%

Spring 2024 Semester Update:

- Website redesign of troy.edu in progress with academic colleges and program features as a top priority for Spring 2024.
 - New online catalog for undergraduate and graduate programs launched in Spring 2024.
 - New degree map automation included for all catalog academic programs
 - All new academic programs for next academic year added to site with optimized content for search.
 - Building new program grid into Web CMS with expanded filter and search capabilities
 - New International program microsite optimization for conversion in design phase.
- Search engine optimized (SEO) program pages and blog articles earn premium organic (non-paid) search results.
 - 57 program pages launched with optimized content this fiscal.
 - 22 new optimized blog articles published this fiscal.
 - 5.58% increase in visibility for TROY's non-branded target keywords in the past six months (Nov 2023-May 2024),
 - Average keyword position for TROY moved up more than 47 positions for target keywords.

- Organic visitors to program pages increased 10% when comparing Feb-April 2023 vs. Feb-Apr 2024.
- Organic traffic has accounted for 223,596 conversion events (including start an application and clicks to request more information) since January 2024.
- The average engagement time per active user on the site has consistently increased, now averaging over 3 minutes (almost a 6% increase site-wide and a 7% increase for program pages from Jan-May 2024 compared to the previous period, Sept 2023-Dec 2023).
- Paid advertising continued with program-related career outcomes/alumni featured across all media tactics.
 - The "Take the Lead" campaign continues while highlighting priority program messaging. Traditional and Nontraditional media campaigns have delivered more than 300MM impressions since the beginning of the fiscal.
 - URL retargeting remains in place for website users visiting academic program pages and related content.
 - Paid search (SEM) reorganized with 30 industry/program categories and related keywords driving traffic for conversion.
- Collateral created for all new programs for next academic year, and additional collateral updates include traditional, nontraditional and international viewbooks, Exchange partners brochure, viewbook inserts, articulation agreements, program logos, rack cards, banners, direct mail postcards, flyers, etc.

1.d. Increasing Study Abroad opportunities

Responsible Users:

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

Performance Indicator:

Percentage completion:

90%

Spring 2024 Semester Update:

Ten Troy University students will study abroad in the 2024 Spring semester in Japan, South Korea, France, the UK, Finland, Spain, and Belgium. The number of partner universities continues to grow, with Santa Paula University, Costa Rica, and Turan International University, Uzbekistan, being added. Negotiations are in process with two universities in Ecuador and several in Germany.

Twenty-two (22) faculty led programs were proposed this academic year. Nineteen (19) of them were successful with 4 traveling in 23/FA and 15 going in 24/SP and 24/SU.

Attached Files

[Partner universities.pdf](#)

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

Responsible Users:

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

Performance Indicator:

Percentage completion:

85%

Spring 2024 Semester Update:

- Internships happen extensively in Graphic Design, Journalism, and Music Industry. Everyone in arts/humanities education programs do internships (Art Ed, English Ed, Theater Ed, Music Ed, etc.).
- The Department of Psychology appointed an internship coordinator who has been working to secure additional internship opportunities for our students.

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.

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 2024 Semester Update:

This spring we had another successful Alumni Leadership Conference and talked about the power that alumni have in helping us recruit good students to TROY. The Alumni Board focuses on raising money for scholarships and recruiting good students to TROY. Each chapter is responsible for giving scholarships and these scholarships help in the recruitment process. I work weekly with the Coordinator of Scholarship Management regarding scholarships and I work with her and Admissions to send alumni to Awards Day programs to give out these scholarships. These students get to see these highly influential alumni and it makes an impression.

Our Alumni Board President Rosemary Elebash was guest speaker at the annual Scholarship Brunch this spring and did a wonderful job encouraging our current students and letting them know we are always raising money for scholarships. This also helps with retention.

We work with the Student Alumni Association teaching them the value of giving back and they participate in Giving Day each year - raising money for their own endowed scholarship. This too helps with retention and these students are then prepared and ready to give back and help recruit students when they become alumni.

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

Responsible Users:

Korrie Lynn Williamson (klwilliamson@troy.edu), 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:

75%

Spring 2024 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 2024 are still being offered and accepted. They will not be completed and transmitted until after the census date in the fall semester so that we can provide data.

This year, we did announce the new Transfer Presidential Scholarship available to community college students in the State of Alabama. This may make a difference and allow transfer students to actually receive a scholarship that will assist in enrolling. Again, that data will not be available until after census date for fall 2024.

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

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:

75%

Spring 2024 Semester Update:

Due to the numerous issues and delays with the Department of Education and the FAFSA form, we were not able to import ISIRs, package and award until mid-May.

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.

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 2024 Semester Update:

Troy University's *Leadership* campaigns continued with the 2024 fiscal year media plan in place.

Key performance indicators (KPIs) include:

- Traditional and Nontraditional media campaigns have delivered more than 300 million impressions since the beginning of the fiscal.
- To date in FY24, 16,548 total applications have been submitted, with a 29% YoY cost per application decrease.

The "Take the Lead" campaign continues while highlighting programs and terms/semesters key dates messaging.

Supported key Admissions initiatives like Spring Open House, Trojan Day and additional application fee waiver promotions (teacher appreciation day, heart month, free app week, etc.)

Continued CRM and URL retargeting efforts and tested purchase lists (CollegeApp) viability in military and adult learner audiences

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

Responsible Users:

Blake Bedsole (cbbedsole@troy.edu), Toby Killcreas (tkillcreas@troy.edu)

Performance Indicator:

New Starts - compared to previous term

Percentage completion:

20%

Spring 2024 Semester Update:

Applications and new starts for online graduate programs increased slightly in Spring 2024 compared to Spring 2023.

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

Responsible Users:

Blake Bedsole (cbbedsole@troy.edu), Toby Killcreas (tkillcreas@troy.edu)

Performance Indicator:

Applications Submitted - By Branch and Military Installation (compared to previous recruitment cycle)

New Starts - By Branch and Military Installation (compared to previous recruitment cycle)

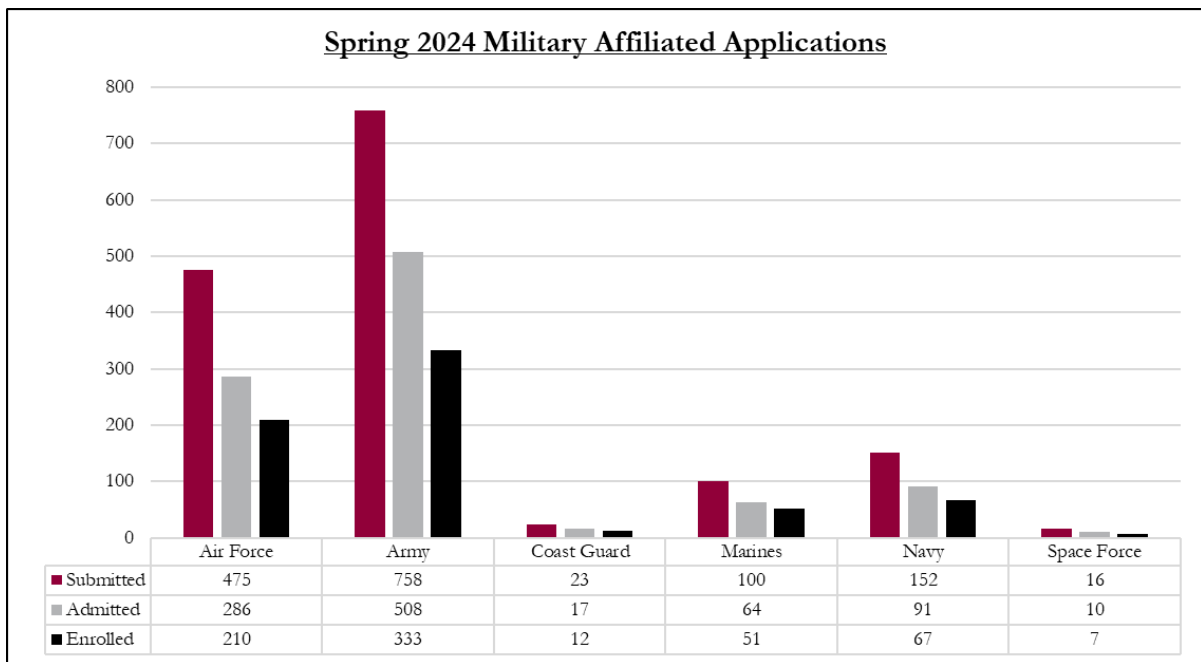
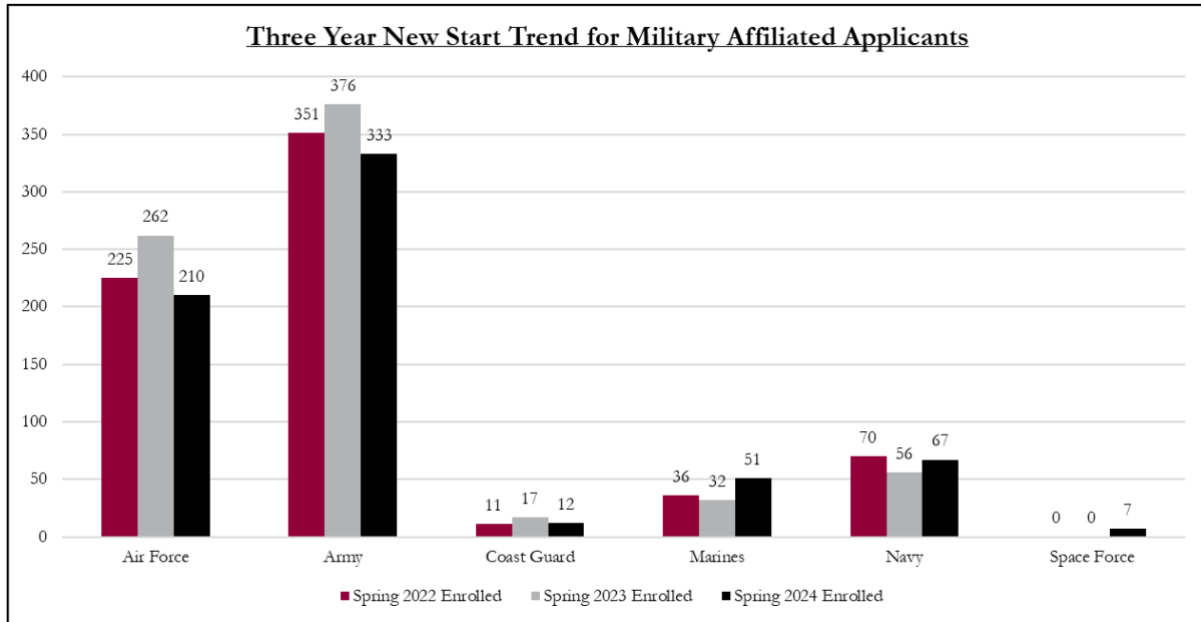
Percentage completion:

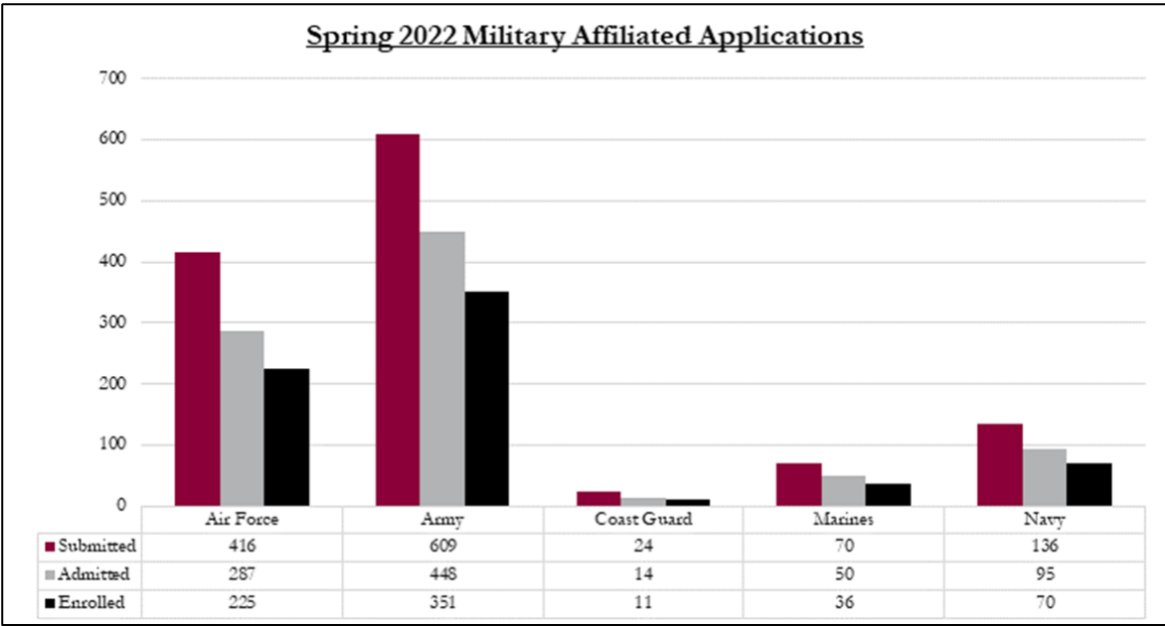
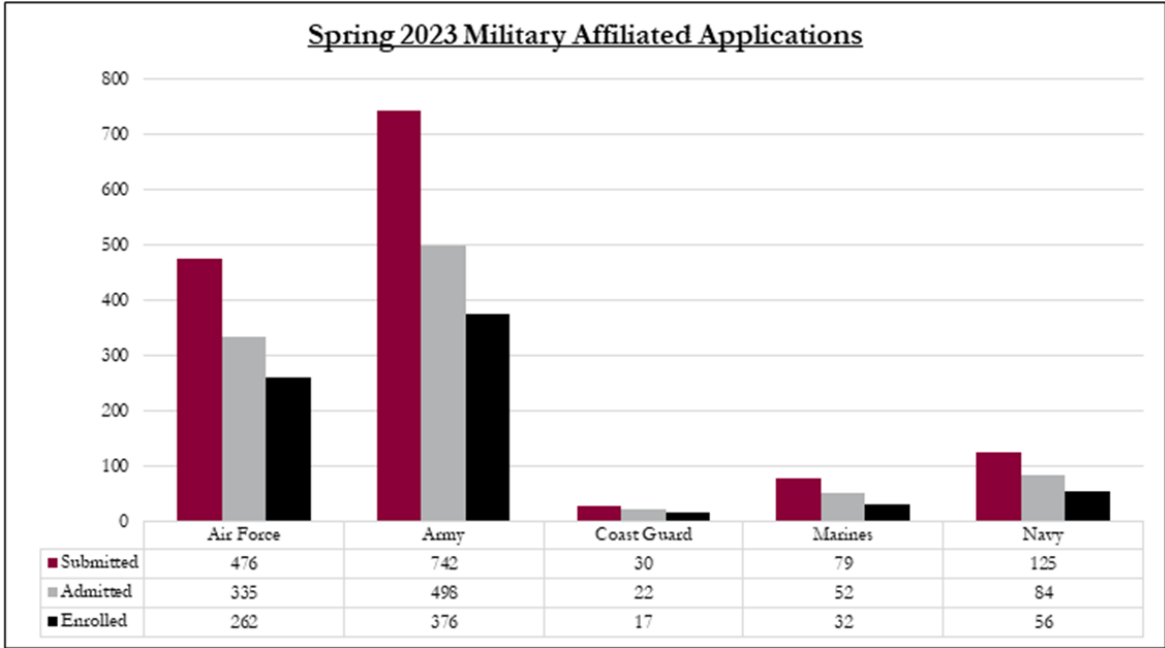
22%

Spring 2024 Semester Update:

Overall, for Spring 2024 we saw a decrease in military affiliated applicants matriculate to enrolled status in comparison to Spring 2023 and Spring 2022. Below is a summary chart of three years for enrolled military affiliated applicants for Spring in-takes. Also, I've included the

enrollment funnel charts for Spring 2022, 2023, and 2024 showing all military applications submitted, admits, and enrolled.





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

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 2024 Semester Update:

No report provided for Spring 2024

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.

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:

60%

Spring 2024 Semester Update:

The work of Chris Waid and Jennings Byrd continues to stress that the part-time students are at the great risk for not retaining, not progressing and not graduating. The obvious concern about this data is that four of the five University delivery platforms (Montgomery Campus, Phenix City Campus, Dothan Campus and TROY Online) are more likely to be populated by students are part-time in some fashion during their engagement with the University. While there are some student success structures at these locations (the most notable in its development is on the Montgomery Campus), there are no support programs specifically designated for part-time students. Such support programs are, by necessity, personnel intensive. While it may be possible to employ technologies to assist in these programs, there likely remains a high level of human labor necessary to keep part-time students engaged with their progression toward degree completion.

Attached Files

[2021 College Program Retention Report.pdf](#)

[2022 2023 Troy University DFW Report .pdf](#)

2.b. Supporting students with developmental academic needs.

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:

50%

Spring 2024 Semester Update:

A significant percentage of the University's new students are not ready for college-level work. This is most apparent on the Troy Campus where there is a greater percentage of more traditional students (although that definition is continuing to evolve with the significant amount of dual enrollment being taken prior to students enrolling on the Troy Campus). Data generated by the JWS Center which examined the impact of developmental placement on student progression and degree completion continues to support an understanding that developmentally placed students (with even a single developmental class) licensure/certification programs have a very small likelihood of success in these programs. A review of the top four programs, by enrollment by college, on the Troy Campus suggests half of these Top Twenty programs are either licensure or certification. What this data strongly suggests is that HALF of the Troy Campus's top degree programs (by enrollment by college) are not likely to result in progression or graduation for developmentally placed students. And with the Troy Campus real-time IMPACT intake of developmentally placed at, or above, the 70% mark, there is concern that many of the University's students, who likely will self-select into these programs, will not be able to complete them. Proficiency exams, administered to entering University students in their first month of classes, suggests that 5% or less of these students show proficiency at a "college ready" level in reading, writing or mathematics. University support for developmental students is largely found in the JWS Center (on the Troy Campus) with the Advising team and the Learning Center tutors. Beyond the JWS Center, there is limited support or resources for the developmental students. Developmental students are often, but not exclusively, have more economic disadvantaged backgrounds. Tracking data for the JWS Center Food Pantry suggests that the most typical student user of the Pantry is an off-campus Pell recipient, suggesting a lowered level of economic advantage. There will be two new MTH courses in the Fall 2024 which will attempt to bridge higher level developmental students into a 4-hour course incorporating both General Studies credit and developmental catch-up work. It is hoped that the

Fall 2025 will bring similar classes for English. The Math classes, for the qualifying students, will reduce the number of needed hours from 6 to 4 (a financial savings) and reduce the number of semesters from 2 to 1 for the completion of the General Studies math requirement (a times savings). Currently, 80% of all conditionally admitted students are developmentally placed in one, or both, of the developmental areas (Math and English)

Attached Files

[Developmental Courses Impact on BSE.ELE.TU FINAL.pdf](#)
[2018 - 2023 Cohort Development Summary- Troy Campus.pdf](#)
[Troy Campus Conditional Admission GPA's 2 21 24.pdf](#)
[Proficiency Profile Proficiency Levels.pdf](#)

2.c. Enhancing scholarship support for promising students.

Responsible Users:

Korrie Lynn Williamson (klwilliamson@troy.edu), 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:

75%

Spring 2024 Semester Update:

The full assessment and report for this item will be available this fall in item 1.g

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

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:

60%

Spring 2024 Semester Update:

Almost 85% of all JWS Center advisees (which constitute 40+% of the Troy Campus undergraduates) were retained from Fall 2023 to Spring 2024. This is a significant interim retention number and it is hoped that the final Fall 2023 to Fall 2024 retention number on the Troy Campus will reflect an increase.

Of concern is data generated by the JWS Center which suggests the relationship between student academic suspensions and the likelihood of continued problems with academic progress (which is critical for degree completion). In reviewing the most complete cohort data (Fall 2016 intake and Fall 2017 intake), the following data emerges:

Fall 2016:

Almost 10% of the students were suspended for lack of academic progress (less than a 2.0 GPA).

Over 40% of these suspended students were suspended at one or more additional levels (2 semesters and Indefinitely)

Fall 2017:

Over 10% of the incoming students were suspended at least once (1 semester)

45% of this group were then suspended at one or more additional levels.

What this data suggests is that students who are suspended even once face an enhanced risk for being suspended more than once. Indefinite suspension, by policy, removes the student from the University for at least a year. There is a need for data to determine how many students, indefinitely suspended, actually complete their degrees with the University.

Much, if not most, of the University's specific support for at-risk students is housed in the JWS Center. Once a student completes 45 hours of academic credit, they are supported through advisors in their respective colleges and student engagement with the Center requires more specific engagement (rather than driven toward the support services by the JWS advisors).

2.e. Revitalizing Leadership program.

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:

55%

Spring 2024 Semester Update:

INPUTS Revitalizing Leadership Program

11 April 2024

Performance Area 1

- First attempt incorporating a textbook into LDR1100 had limited success. For Fa24 changing textbooks to Stephen Covey's 7 Habits for Highly Effect People and the associated workbook. Material relates better with students. Leadership is presented based upon relationships instead of processes. Additionally, it is closer aligned to our mission to develop authentic servant leaders.
- Further revised LDR2200 and introduced a very effective textbook focused on learning to communicate and capture your team's attention in under 1 minute.
- Rewrote parts of LDR4400. Introduced a leadership 360 assessment based on the Leadership Challenge by Kouzes and Posner
- Exploring the development of 1-hour skills based leadership courses. For example, a 1-hour course focused on knowing yourself at a deeper level through the exploration of your why statement and leadership philosophy. Another course would be Nursing and Leadership (conceptual ideas).
- LDR2220 will be significantly rewritten and updated Summer 2024.

Performance Area 2

- Secured an agreement between the Leadership Institute and the Sorrell College of Business Global Business program. Beginning Fa24, the Leadership Development minor will be a concentration within the Global Business program.

Performance Area 3

- Continued to expand relationships with Youth Leadership Development Programs (YLDP). Added Autauga County and areas around Birmingham AL. Now have affiliations with 7 YLDP programs. Developed a relationship with the Wiregrass area YLDP programs.
- Secured a relationship with East Alabama Youth Leadership program. Continuing to develop a relationship with Phenix City YLDP.

Performance Area 4

- Currently not affiliated with the program.

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

Responsible Users:

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

Performance Indicator:

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

Some of the measurable indicators will include:

1. Activity in clubs and organizations
2. Selection into campus affiliated honor societies
3. Initiatives enacted by the Student Government Association
4. Membership in Greek lettered organizations
5. Participation and leadership in campus wide service 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 2024 Semester Update:

No report given for the Spring 2024

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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.

Responsible Users:

Kimberly Shaver (kshaver@troy.edu)

Performance Indicator:

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

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

Percentage completion:

100%

Spring 2024 Semester Update:

The three-tiered advising model continues to allow ASAs to progress to the next tier as they gain advising experience. There are currently three ASAs who have completed two-years of service and are eligible to move to the advisor level (Brittany Rogers, Daniel Martin, and Haley Oliver). After completing another year of service they will be eligible to be promoted to a Professional Advisor.

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

Responsible Users:

Kerry Plamer (kjpalm@troy.edu), Lee Vardaman (vardaman@troy.edu)

Performance Indicator:

Percentage completion:

50%

Spring 2024 Semester Update:

- CLA 2260 Classical Mythology has been offered as a Hyflex option.
- In COE, most classes in Dothan, Montgomery, and Phenix City have been moved online. Hyflex is being used where appropriate.

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

Responsible Users:

Kimberly Shaver (kshaver@troy.edu)

Performance Indicator:

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

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

Percentage completion:

100%

Spring 2024 Semester Update:

Retention efforts worked by ASAs for AY 2023-24. Active Not Registered (ANR) calls are made to online students each term who have not attended in the previous two terms. Registration Reminder (RR) calls are made during the last week of registration to students who were

registered in the previous term, but have not yet registered for the upcoming term. Estimated tuition generated is calculated conservatively at the undergraduate rate, although graduate students are included in this retention effort.

Term	ANR Texts	ANR Registrations	ANR Enrollments	Credits	RR Texts	RR Registrations	RR Enrollments	Credits	Estimated Tuition Generated*
23/T1	433	96	124	351	87	64	74	212	\$229,704.00
23/T2	231	33	42	122	186	74	102	292	\$168,912.00
24/T3	1857	240	278	819	826	238	351	1026	\$752,760.00
24/T4	2397	433	571	1660	1481	560	869	2551	\$1,718,088.00
24/T5	1610	175	237	694	1646	331	502	1440	\$870,672.00
Total	6528	977	1252	3646	4226	1267	1898	5521	\$3,740,136.00
									*\$408 per credit hour

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

Responsible Users:

Kerry Plamer (kjpalm@troy.edu), Lee Vardaman (vardaman@troy.edu)

Performance Indicator:

Percentage completion:

75%

Spring 2024 Semester Update:

- CHS is poised to propose five (5) academic programs in 2024-25 to meet emerging needs within healthcare.
- Graphic Design and Multimedia Journalism either have started or are working on online options. Also, the MA in Arts Administration has been approved by ACHE, but is still awaiting an official launch.
- COE regularly evaluates programs to ensure that we are meeting the needs of our students. We are continuing to adjust the classes and number of sections offered.

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

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:

60%

Spring 2024 Semester Update:

The TRIO-Student Support Services grant will be supported for renewal in July 2024. The University plans to incorporate ASA advisors in Troy Campus courses. Additionally, the University plans to expand the use of CRM-Advise as a tool for tracking and assisting students in their course completions. It is hoped that these actions will further support, and expand, the success metrics.

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 2024 Semester Update:

We are continuing our efforts to build strong relationships with the many programs and events we offer to our alumni. Last year we held events at Wynlakes and the Waters and we recently chartered The Waters chapter and they gave their very first scholarship recently. We had another event in Wynlakes recently involving our Montgomery Metro Alumni Chapter. We also chartered the Alpha Tau Omega chapter and sponsored their walk.

We recently partnered with Jersey Mikes on a Day of Giving with proceeds going to the alumni scholarship fund over \$13,000.00 was raised and this gave our alumni in Pike and Montgomery counties an opportunity to participate. We are partnering with Hooks BBQ for a day of giving and this too will raise money for scholarships and allow participation by our alumni.

Our annual Membership in May campaign is in full swing - every alum that joins or renews their membership in the month of May gets a free gift from the Alumni Association and of course all the perks that come with being a member. We have had several chapters participate in Membership in May - the Brundidge chapter, Montgomery Metro Chapter, The Waters chapter, Journalism chapter and Pike County chapters and each of these have held events in the past month. I have promoted Membership in May on the radio and on tv as well as social media and emails and talk about it at every event we are a part of.

We have partnered with Athletics regarding the Trojan Tours and will continue to partner with them through July to bring several more Trojan Tours to our alumni and friends.

We have worked with Troy Bank and Trust regarding the Eric Mizell Scholarship fundraiser and the Duke Davis scholarship fundraiser - involving many alumni and friends. We recently hosted an alumni event for our alumni and friends in the Washington DC area and are planning a New York Alumni chapter event in July.

We hosted several alumni events in Pensacola during the Sun Belt Basketball tournament and we will work with Athletics to host events surrounding the Sun Belt Baseball tournament coming to Montgomery this week. We will be involved with Coach Parker's golf tournament and the Women's Football Clinic - continuing to build relationships.

The Elmore County chapter, Crenshaw County chapter and Pike county chapter have upcoming meetings planned and Emerald Coast and Montgomery Metro chapter has plans for a golf tournament.

We are planning our next Alumni Leadership Conference on August 10 in conjunction with the Football Drawdown and we are planning for our home and away tailgates while planning our Homecoming weekend as well. Homecoming involves so very many of our alumni and allows us to engage with alumni that we don't see often. We will also begin working on Military Appreciation Day soon as we work to honor our veteran alumni.

An alumni trip to Iowa is in the works and we are putting the final touches on the Oral History book which involved so very many of our alumni as over 13,000 responded and over 9,000 shared their TROY story. Through this project these stories will be preserved and the Development office can use these to help in their fundraising efforts.

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.

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:

25%

Spring 2024 Semester Update:

Global Leadership Strategic Plan Review 2023 – 2024

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

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

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

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

Strategic Successes

- 1.The Global Leadership PhD Program is the second largest Global Leadership PhD Program in the U.S.
- 2.Troy University is the only public university with a Global Leadership PhD Program in the U.S.
- 3.A major competitive advantage for Troy University is program tuition is the lowest for a Global Leadership PhD Program in the U.S.

Institutional Distinctions

- 1.To build further prestige in Troy University in the Global Leadership PhD program, the College of Education has initiated a partnership with the College of Health and Human Services to expand interdisciplinary programming.
- 2.The College of Education continues to enhance responsiveness to student needs in terms of programming.
- 3.Thus, the College of Education is exploring the addition of new specializations.

Academic Experiences for Students

- 1.The College of Education continues to provide opportunities for students to participate in campus-based optional opportunities such as Immersion Weekend.
- 2.The College of Education continues to build an identity to leverage interest in Global Leadership programming by providing faculty-led international practicums as well as supporting individual international experiences.

Strategic Growth

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

Program Summary

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

3. There are two admissions per year: Fall and Spring.
4. Applicants must have a Master's Degree reflecting a 3.0 grade point average.
5. No GRE or other assessments are required.
6. Tuition is \$550 per credit hour with no changes since the program opened.
7. While some textbooks are required, open educational resources are used in many courses.
8. The Troy University library provides a large number of digital resources for student use.

Enrollment

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

Table 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
Enrollment by Cohort						Active Enrollment
Fall cohort	Cohort 1 - 15	Cohort 3 - 8	Cohort 5 - 10	Cohort 7 - 8	Cohort 9 – <i>Applicant review in process</i>	88**
Spring cohort	Cohort 2 - 13	Cohort 4 - 10	Cohort 6 - 5	Cohort 8 - 14		

Graduation Requirements

1. Students must complete 63 credit hours and successfully defend a dissertation.
2. The initial cohort of 14 students, Cohort 1, are enrolled in dissertation classes and in the process of defending dissertations. Cohort 2 students (14) are also enrolled in dissertation classes.
3. Required dissertation defenses:
 - Prospectus Defense – Chapters 1 & 2
 - Proposal Defense – Chapter 3
 - Conducting Dissertation Study
 - Final Defense – Chapters 1-5.

Table 2

Dissertation Defense Completion Data

Defenses Completed 4/2024	Passed	Scheduled
Defense #1 - Prospectus	3	3
Defense #2 - Proposal	1	1
Conducting Study	1	
Defense #3 - Final		
Graduation		

Table 3

Degree Completions and Graduation Rates

Projected Degree Completions	Year 1	Year 2	Year 3	Year 4	Year 5	
	N/A*	N/A*	N/A*	5	7	

Notes:

1. While students pursuing the 63-credit hour program can complete the course requirements in 4 years, it is unlikely students could 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 defending a dissertation.

Return on Investment

1. Though the first cohort of students have not completed their final defense, four students have been accepted positions as “ABD” (all but dissertation). Position requirements include completing the required degree elements and successful defense of the dissertation.
2. Additionally, one student has been accepted for a US government position contingent on completion of the Ph.D.

4.b. TROY will find new ways to advertise and market its programs to international students in promising countries for growth, such as India.

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:

70%

Spring 2024 Semester Update:

In order to drive growth and enable TROY to engage with students directly in India, Acumen has been engaged to deliver a targeted digital branding and demand generation campaign. Acumen will utilize Google (60%) and Meta (40%) platforms in order to drive prospect leads from India.

Photo assets captured during Spring 2024 and shared for campaign development. Fall 2024 promotion to begin this Summer.

4.c. Increase faculty and staff minority leadership.

Responsible Users:

Kerry Plamer (kjpalmer@troy.edu), Dionne Rosser-Mims (drosser-mims@troy.edu)

Performance Indicator:

Percentage completion:

5%

Spring 2024 Semester Update:

No report provided for Spring 2024

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

Responsible Users:

Sohail Agboatwala (agboat@troy.edu), Linda Frigge (lfrigge@troy.edu)

Performance Indicator:

Troy University students enrolled at TROY-INTERNATIONAL SITES will be assessed.

The Statistics page on the International & Diversity link on the Strategic Planning website indicates lays out the numbers and goals as:

2017-2018	520
2019-2020	675
2022-2023 Target	695

The Headcount and Enrollment, published by IRPE dated October 20, 2020 indicates enrollment as ...

Fall 2018	396
Fall 2019	440
Fall 2020	592

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

Percentage completion:

85%

Spring 2024 Semester Update:

Admissions	350
Headcount	1,010
Total Enrollments	4,369
Credit Hours	13,107

24/TSU enrollments started for Hanoi on April 29, 2024.

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

Responsible Users:

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

Performance Indicator:

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

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

Percentage completion:

90%

Spring 2024 Semester Update:

1 & 2 Done

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

4. Done

5. Participant numbers are not finalized for 23/24. Projections are on track to match or exceed 22/23.

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

Responsible Users:

Mary Anne Templeton (mtempleton@troy.edu)

Performance Indicator:

All assessment and performance indicators are outlined in the QEP document attached as submitted to SACSCOC.

Percentage completion:

78%

Spring 2024 Semester Update:

The QEP has been implemented. COE and CHS need to finalize their Global Scholars program. The other three colleges are actively recruiting students and have implemented all parts of their programs. We are working with the SVC AA to determine common admission standards and to see other areas of commonality that can be applied to all five colleges. Dr. Ledet submits a report annually that will lead to our 5th year report to SACSCOC for this standard.

Attached File

[QEP Impact Report - Draft - 2023-2024.pdf](#)

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

Responsible Users:

Blake Bedsole (cbbedsole@troy.edu), Toby Killcreas (tkillcreas@troy.edu)

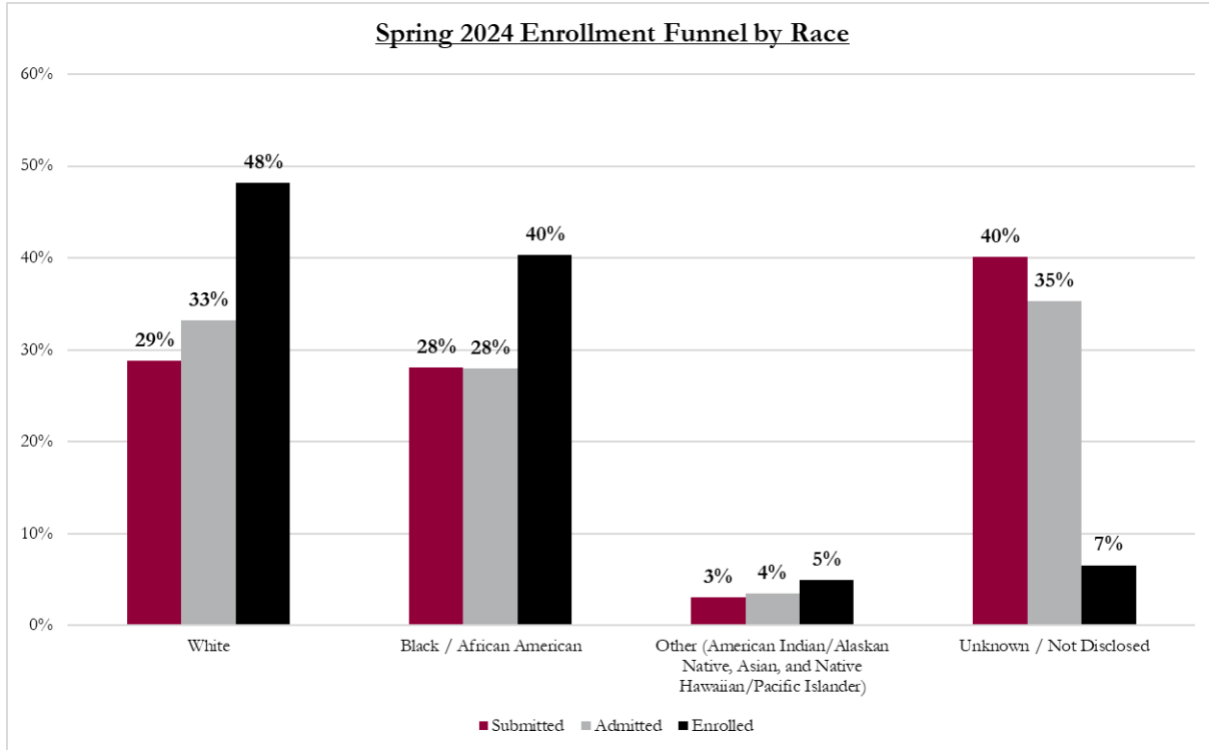
Performance Indicator:

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

Percentage completion:

30%

Spring 2024 Semester Update:



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

Responsible Users:

Jody Cebina (jcebina@troy.edu)

Performance Indicator:

Percentage completion:

100%

Spring 2024 Semester Update:

In Fall 2023 there were 7 international students enrolled in TROY's online degree programs while remaining in their home country.

Countries Represented

Spain

Canada - 3

Malaysia

Vietnam

Belgium

While there are some international students seeking US degrees from their home country, many 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 new AVC for Enrollment Management to discuss the feasibility of this idea.

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