

TROY UNIVERSITY

2020-2025 Strategic Plan 2023 Fall Update

Recruit – Retain – Graduate – Internationalization and Diversity



Draft Executive Summary
Strategic Plan
2023 Fall Update Report

Recruitment

- In the fall of 2023, TROY continued to see an upward trend in new enrollments, following similar outcomes in the Spring and Summer of 2023. A total of 17,924 applications for admission were produced for Fall 2023, surpassing the 14,553 produced for Fall 2022. Like Fall 2022, that increase was fueled largely by substantial increases in Troy Campus applications, both domestic and international. Applications for TROY Online showed a healthy increase of 26% (over previous start term), and goal attainment for applications submitted was well over 100%. Admits for Fall 2023 totaled 11,004, compared to 9,551 for the previous fall, representing a 15% increase in applications "admitted" for admission. Troy Campus (domestic) accounted for 61% of total admits.
- The new program grid was approved, and the logic strategy was in the final stages in the Fall of 2023 to migrate all Academic Programs to the new program page template. Collateral updates to the traditional and nontraditional viewbooks were made with full lists of academic program offerings.
- The internship opportunities at the University continue to grow through alumni and business leaders. The College of Arts and Sciences offers internships in all of their majors as well as the Sorrell College of Business, of which many are with alumni. The College of Health and Human Services offers either internship or capstone experiential learning opportunities for each student. The College of Education has expanded the Department of Teacher Education internship locations outside the normal service area, and the Department of Psychology continues to increase internship opportunities through business and alumni leaders.
- At the 2023 Fall Alumni Leadership Conference, the Anthropology Alumni chapter was chartered, with a goal to raise money for those students in the Anthropology major. The alumni chapters raised an excess of one hundred thousand dollars in 2023 for scholarships. The Alumni Board's goal for 2023 was to raise one hundred thousand

dollars for the Alumni Legacy Scholarship, which was met. The focus is to raise 1 million for the Troy Alumni Scholarship.

- In the Fall of 2023, the Enrollment office continued to see under-awarded scholarships. The Institution conversion rates from awarded to enrolled shifted throughout the levels. The overall spending on institutional scholarships has consistently stayed below the allocated budget.
- The recruitment cycle concluding with Fall 2023, and Graduate level applicants (Master's, Education Specialist, and Doctorate) accounted for approximately 37% of non-traditional applications for admission. 61% of these applicants were admitted and 79% of these graduate applicants enrolled, above the established target of 60%.
- Troy University has earned the 2023-2024 Military Friendly® School Gold designation from G.I. Jobs magazine, the organization's highest gold ranking. Additionally, TROY was designated as a Military Friendly® School for Spouses and Dependents. More than 1,800 colleges and universities participated in the survey.
- For the second year in a row, TROY has established 12 or more new endowed scholarships. In 2023 TROY raised an additional thirteen endowed scholarships totaling \$478,360 in new endowed scholarship funds for Troy University.

Retention

- The University and First Year Studies have set a goal to create developmental bridge courses in English and Math, which would incorporate both developmental materials and General Studies materials for our developmental students. The use of these courses, targeted for some manner of roll-out in Fall 2024, would reduce the amount of time a student had to spend in the developmental courses ladder. These courses would allow for Gen Studies (and degree) credit while addressing developmental deficiencies. There are some emergent concerns about degree choice and developmental placement currently under study in the JWS.

- Fall 2023 continued an increase in transmittal rates for the Foundation Scholarships, showing a continued successful utilization of the scholarships and package scholarships to assist qualified students.
- The Leadership Institute began engaging with Pike County LEAD and Autauga County Youth Leadership Program. The Institute presented and discussed with them about different topic areas and course offerings we could provide in the future.

Graduate our Students

- HyFlex courses continue to increase across the University, with the Department of Psychology, English Department, School of Social Work and Human Services, and College of Arts and Sciences all delivering courses. The Sorrell College of Business has an active HyFlex course offering.
- The College of Health and Human Services applied for initial accreditation for the Commission on Accreditation of Allied Health Programs for the Bachelor of Science in Exercise Science program in the Fall of 2023.
- Alumni Affairs is embarking on an Oral History project with Publishing Concepts, Inc. in hopes of capturing untold stories of the college experience and the strength and emotional connection to TROY.

Internationalization and Diversity

- The Doctoral Program in Global Leadership cohort tracking system was established and is tracking the students from admission through matriculation. The process continues to be refined as it moves forward.
- Intermark Group has entered into a contract on TROY's behalf with the international marketing firm partner Acumen. This firm has engaged to target digital branding and demand generation campaigns that will utilize platforms Google 60% and Meta 40 % to drive prospect leads from India. The campaign will begin in Q1 2024.

- The increase in students participating in Study Aboard from Academic Year 21-22 to Academic Year 22-23 saw an increase of 50 students. The University continues to work with international universities, offering study-abroad opportunities for our students.
- The Academic Year of 2022-23 showed that 40% of applications submitted were of minority descent and 17% of race not disclosed. Of those applications, the total admitted were 40% of minority descent, and 10% of race not disclosed. Of the admitted students, the total enrolled were 46% of minority descent and 5% of race not disclosed.

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 online 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:

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

Fall 2023 Semester Update:

Fall 2023 (T1/FA23)

Fall 2023 continued the upward trend in new enrollments, following similar outcomes in Spring and Summer 2023.

A total of 17,924 applications for admission were produced for Fall 2023, surpassing the 14,553 produced for Fall 2022. Like Fall 2022, that increase was fueled largely by substantial increases in Troy Campus applications, both domestic and international. Although applications for TROY Online showed a healthy increase of 26% (over previous start term).

Goal attainment for applications submitted was well over 100%.

Admits for Fall 2023 totaled 11,004, compared to 9,551 for the previous fall, representing a 15% increase in applications "admitted" for admission.

Troy Campus (domestic) accounted for 61% of total admits.

Overall New Starts increased 5% over Fall 2022, which is the same trend for Fall 2022 over Fall 2021.

New Starts, by location:

Troy Campus UG: 2% Increase

Troy Campus GR: 11% Down

International: 45% Increase

Troy Online: 6% Increase

Alabama Campuses: Even with Montgomery (13%) and Dothan (5%) experiences increases

Fall 2023 (T2)

A total of 1,762 applications for admission were produced for Fall 2023 (T2), surpassing the 1,543 produced for Fall 2022. Goal attainment for applications submitted was 97%.

Admits for Fall 2023 (T2) totaled 1,123, compared to 997 for the previous fall, representing a 12% increase in applications "admitted" for admission.

Overall New Starts increased 10% over Fall 2022 (T2).

Full reports for Fall 2023 start terms are attached for more detailed information.

Attached Files

[Targets - 23T2.xlsx](#)

[Targets - Fall 2023 \(23FA & 23T1\).xlsx](#)

[Year End Report - 2023 - ALL.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:

100

Fall 2023 Semester Update:

This has been completed. Course and program offerings at each site are determined annually based on student need. Students will continue to be coded by location at this time.

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:

85

Fall 2023 Semester Update:

- Website redesign of troy.edu in progress with program page updates as top priority for Fall 23.
 - All Academic Programs migrated to the new program page template
 - New program grid approved and logic strategy discussions in final stages
- Search engine optimized (SEO) program pages and blog articles earn premium organic (non-paid) search results.
 - As of Dec 2023, TROY ranks for 13.3K non-branded program-related keywords compared to 10.7K in Jan 23.
 - Organic visitors to program pages increased 31% when comparing Nov 2023 vs. Nov 2022.
 - 96 SEO pieces of content created during FY23
- Paid advertising continued with program-related career outcomes/alumni featured across all media tactics.
 - Traditional and nontraditional media impressions reached more than 679 million in FY23.
 - 21,959 total applications submitted with cost per application decreased by 13% vs FY22
 - Traditional applications were up 13% vs FY22, while nontraditional apps were up by 12%.
- Collateral updates included new traditional and nontraditional viewbooks with full lists of academic program offerings.
- URL retargeting in place to website users visiting academic program pages and related content.

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:

60

Fall 2023 Semester Update:

International Admissions Recruiters continue to send leads for additional study abroad opportunities while TROY faculty/staff continue to support the initiative with short term programs. Currently there are 2 students abroad for 23/FA with 14 planning to do an exchange during 24/SP. There are 12 approved faculty led programs with the possibility of 4 additional programs to come.

Troy University's emphasis on study abroad remains a deciding factor for incoming freshmen.

The agreement with Coventry University, as reported in 23/SP, did not come to fruition due to insurmountable legal issues. The Magellan Exchange did add a UK university, University of Worcester, and 2 Exercise Science students will be attending this partner school in 24/SP.

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

8/1/2020

End:

7/31/2025

Responsible Users:

Kerry Plamer (kjpalmer@troy.edu)

Performance Indicator:**Percentage completion:**

80

Fall 2023 Semester Update:

- The Department of Teacher Education has expanded internship opportunities to locations outside our normal service area
- The Department of Psychology is working to increase internship opportunities by leveraging relationship with business leaders and alumni
- All programs within CHHS include courses such as clinical experiences, practicum, internship, or thesis that culminate in a capstone experiential learning opportunity for students
- The College of Arts and Sciences offers internship opportunities for all majors
- Multiple internship opportunities are available in SCOB. Many of these are with alumni.

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

8/1/2020

End:

7/31/2025

Responsible Users:

Faith Ward (fward@troy.edu)

Performance Indicator:

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

Percentage completion:

90

Fall 2023 Semester Update:

In the Fall we had an Alumni Chapter Presidents event in conjunction with our Alumni Leadership Conference. There were 13 alumni chapters represented as well as 10 of our Alumni Board members. We had motivational speakers as well as speakers from all aspects of the campus to bring them these chapter members up to date on Troy University. We focused on how these chapters can help us recruit students to TROY and how to help them fundraise for scholarships to help retain students. At this conference we also chartered the Anthropology Alumni chapter which will raise money for students in their area of study. Our Student Alumni Association is also part of this conference each year and they too raise money and give toward their endowed scholarship each year. They also helped with Day of Giving this year raising money for their scholarship as well as other student driven activities.

Our alumni chapters raised in excess of \$100,000.00 this year for scholarships. Our Alumni Board had a goal of \$100,000.00 for the Alumni Legacy Scholarship. We reached that goal prior to December 31, 2023. We are now focused on the Troy Alumni Scholarship and how we can reach \$1 million in that account. We are currently at \$779,000.00 and we have formed a committee to work toward that goal. All scholarships help in recruitment and retention and that is the Alumni Board's main focus.

The Alumni Board was once again 100% in their giving on Giving Day - all giving to the Alumni Legacy Scholarship and challenging other alumni to do the same. We also challenged our chapters to give more as well. We set the date for the Alumni Leadership conference for the spring - February 10, 2024 - and we began working toward that goal prior to years end.

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:

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 2023 Semester Update:

While institutional scholarships continue to go under-awarded, conversion rates from awarded to enrolled shifted throughout the levels. The overall spending on institutional scholarships has consistently stayed below the allocated budget.

With the announcement of the Transfer Presidential Scholarship for the Alabama Community College System (ACCS) launching next year, the transfer scholarship area will continue to prosper. This scholarship will strengthen the ACCS relationship by allowing the community college president (at each location) the opportunity to select a student from their college to receive this award. The repurposing of the Transfer Merit and Online Transfer awards to ONETroy Transfer and Phi Theta Kappa continue to be successful.

Additional details can be obtained through the Year End Report 2023 Report (attached).

Scholarship	Accepted to Transmitted
Chancellor's	82%
Trojan Leadership	81%
Troy Legacy	86%
ONETroy	85%
Trojan Opp *	59%
Scholars Tier II	65%
Scholars Tier I	76%
Sunshine Scholars	85%
PTK (Transfer)	93%

Attached Files

[Year End Report - 2023 - Traditional.pdf](#)

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Alicia Bookout (abookout@troy.edu)

Performance Indicator:

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

Percentage completion:

50

Fall 2023 Semester Update:

With the delay of the 2024-2025 FAFSA until December 31, 2023 and all ISIRs will not be released to institutions until early February, Financial Aid awards will not be issued until late February/early March.

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)

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 2023 Semester Update:

Troy University's *Lead Change* campaign continued with the 2024 fiscal year media plan in place. Key performance indicators (KPIs) include:

- Over 679 million total impressions delivered in FY23
- 21,959 total applications submitted with cost per application decreased by 13% vs FY22
- Traditional applications were up 13% vs FY22, while nontraditional apps were up by 12%.

"Follow the Leaders" sub campaign remains in market as directional and promotional push for campus tours by traditional prospects and their parents.

New programs-focused sub-campaign continues with hometown alumni features - We lead in academic excellence - It is your time to take the lead.

Video collage spot featuring winning athletics, vibrant campus life, academic excellence and community togetherness premiered in TROY's Birmingham Bowl Dec 2023.

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:

Toby Killcreas (tkillcreas@troy.edu)

Performance Indicator:

New Starts - compared to previous term

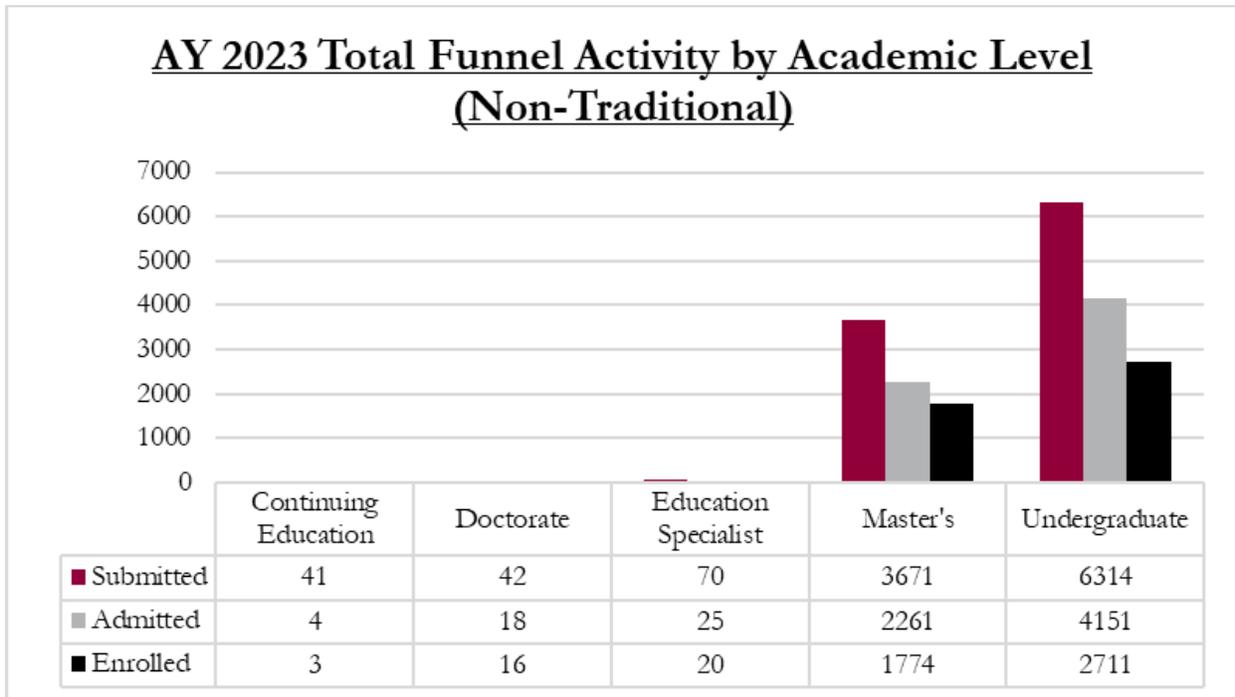
Percentage completion:

20

Fall 2023 Semester Update:

For the recruitment cycle concluding with Fall 2023, Graduate level applicants (Master's, Education Specialist, and Doctorate) accounted for approximately 37% of non-trad applications for admission. 61% of these applicants were admitted and 79% of these graduate applicants enrolled, above the established target of 60%.

Online graduate applications increased 6% while admits and new starts increased about 4% and 3%, respectively, over Fall 2022.



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:

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:

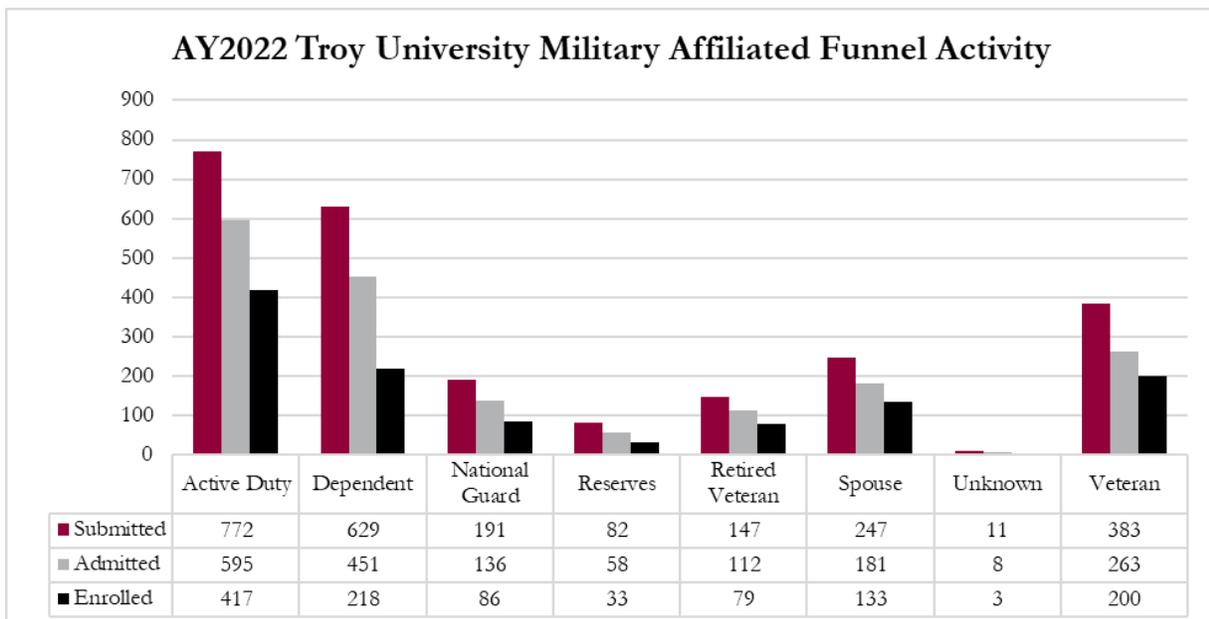
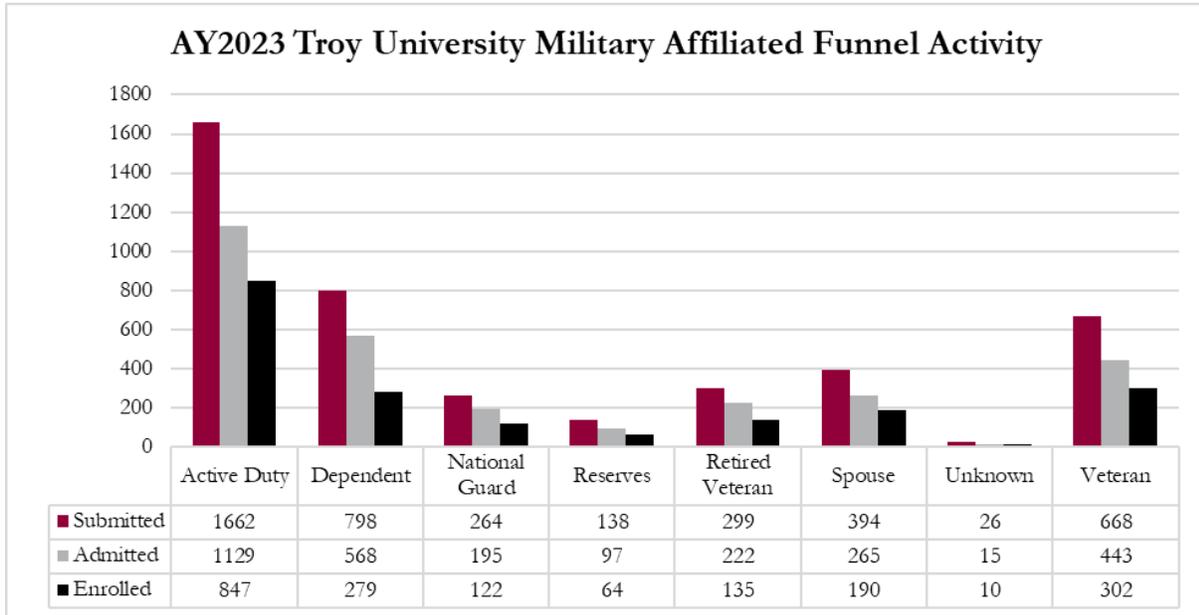
22

Fall 2023 Semester Update:

Overall, TROY experienced an increase in all funnel stages for military affiliated students. The total military affiliated applications for AY2023 was 4249 which is about 1,787 over AY2022 (2462). The

total military affiliated admits for AY2023 was 2934, which is 1130 over AY2022 (1804). The total military affiliated new starts for AY2023 was 1949, which is 780 new starts higher than AY2022 (1169).

Below are the charts for Military Funnel Activity in AY2022 and the chart for AY2023.



Fueling some of the growth could be a result of the following:

- Troy University has earned the 2023-2024 Military Friendly® School Gold designation from G.I. Jobs magazine, the organization’s highest gold ranking. Additionally, TROY was designated as a

Military Friendly® School for Spouses and Dependents. More than 1,800 colleges and universities participated in the survey.

- According to Military Times “Best for Vets: Colleges” rankings, Troy University has been listed as Alabama’s top school for Military Connected students. Troy ranked number 1 in Alabama over University of Alabama, CSU, and Auburn and ranked 63rd nationally. Rankings are based on the results of Military Times’ annual survey, which is the most comprehensive school-by-school assessment of veteran and military student services and rates of academic achievement – as well as a detailed review of public data collected by federal agencies such as the Department of Education and the Department of Veterans Affairs. More than 300 colleges took part in this year’s survey. Metrics such as completion, retention, persistence and GPA, along with military-specific resources provided and financial assistance offered were considered in the rankings. Admissions and registration policies also were factored into the scoring.
- As of July 2023, we have a marketing contract agreement with CollegeRecon. They are a third party veteran organization whose goal is to plug military servicemembers into education by finding a school that is the right fit for them. They have built one of the largest college search platforms and showcase schools they believe are military friendly. Additionally, they only partner with schools that have a DOD Education MOU. Our contract is a 12 month agreement that began in July of this year. This contract is included in the Military Affairs annual budget and no additional funds were needed to be requested. TROY is already on their search platform as a military friendly school, however our contract includes the following advantages:
 - Featured on their college platform as a Partner School
 - Partner schools is excluded to a limited number
 - Partner schools on average see an increase of 10-14% to their school military webpages
 - approximately 40,000 inquiry emails generated to potential students about TROY
 - CollegeRecon liaison assigned to assist in online marketing and advertising campaigns
 - CollegeRecon no longer advertises “similar schools to Troy” to prospective students viewing our page
 - We have a dedicated team within Enrollment that oversees our partnership with CollegeRecon including myself, Staci Hutto, Lisa Bennet, Ali-Reza Rajabzadeh, and Shari Carruthers.
- Enrollment has been instructed to take advantage of their local military installations monthly “Newcomers event” which educates the newly attached servicemembers of the local opportunities and services. This is a great opportunity for direct engagement and visibility for the Troy brand.

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Greg Knedler (gknedler@troy.edu)

Performance Indicator:

On an annual basis, the Office of Development will have a focus on educating alumni and donors on the importance and significance of endowed student scholarships. By educating our alumni and donors, we anticipate increasing our endowed student scholarships through private philanthropy and grants each year from a goal of 10 per year to 12 per year.

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

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

Percentage completion:

100

Fall 2023 Semester Update:

For the second year in a row, we have established 12 or more new endowed scholarships for Troy University through the generosity of our donors. In 2023, we raised an additional 13 endowed scholarships totaling \$478,360 in new endowed scholarship funds for Troy University. We also raised an additional \$1.12M in legacy gifts that are intended to be endowed scholarships when they are realized.

Overall, we raised \$846,853 for endowed funds in 2023 and a total of \$1,109,794 in outright new gifts and commitments for scholarship support (new and existing scholarship funds).

On an annual basis, we will prepare a comparison of rates for undergraduate and graduate tuition compared with peer institutions with a goal of keeping TROY competitively ranked among peers. As responsible stewards, we strive to keep the lowest tuition rate possible while maintaining a high quality of education.

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:

60

Fall 2023 Semester Update:

Forthcoming reports by a Retention Sub-Committee, led by Mr. Chris Waid and Dr. Jennings Bryan, should provide a more detailed look at progress with part-time student retention. While the topic of part-time students and their retention continues to be an active discussion in academic conversation, no specific steps--beyond those already in place--were initiated in the Fall. The issue of part-time status and its impact and influence on retention has been documented by the University over the last number of years. The dedication of specific resources to assist part-time students toward success (including retention) is more prominent at the University's non-residential campuses and TROY Online platform. These resources vary in size and scope from a more developed Center on the Montgomery Campus to very small staffs at Dothan and Phenix City. The TROY Online model creates advising and support coverage for the University's largest area of part-time students. An detailed deconstruction of the HURON materials, and follow-on activities, likely will provide additional assistance for the retention of the part-time students.

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:

50

Fall 2023 Semester Update:

There continues to be on-going discussion, and action steps, to assist the University's developmental placed students. TROY 1105, specifically designed to assist these students, was launched this Fall and preliminary results are positive. A more detailed impact study will be available early in 2024. Additionally, very active conversation has taken place with the goal of creating developmental bridge courses in ENG and MTH which would incorporate both developmental materials and General Studies materials. The use of these courses, targeted for some manner of roll-out in Fall 2024, would reduce the amount of time a student had to spend in the developmental courses ladder. And: these courses would allow for Gen Studies (and degree) credit while addressing developmental deficiencies. There are some emergent concerns about degree choice and developmental placement currently under study in the JWS Center. Preliminary results suggest that licensure/certification programs (such as Teacher Ed and Nursing) have a high rate of "no success" for developmentally placed students in those programs. For example, developmentally placed students in those programs, across a six-year graduation cohort time period, complete the program at a rate of less than 5%. More disturbing is that developmentally placed students in those programs not only fail to finish those programs, they fail to finish ANY degree at the University at a 60+% rate. Non-licensure/certification programs (Sport Management, Psychology) do not indicate the same results. A broader study is underway with results expected early in 2024.

2.c. Enhancing scholarship support for promising students.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

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 2023 Semester Update:

TROY Foundation Scholarships

Year	Offered	Transmitted	Transmitted Amount
2018/2019	614	564	\$ 863,493.87
2019/2020	636	587	\$ 899,536.40
2020/2021	621	557	\$ 842,588.35
2021/2022	601	559	\$ 909,291.13
2022/2023	731	640	\$ 1,055,219.27

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

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Hal Fulmer (hfulmer@troy.edu)

Performance Indicator:

1. Student retention: semester/term to semester/term plus annual retention plus "third Fall" retention for Troy Campus students
2. Student progression: semester to semester, term to term, accrued progression within a term-based year ("how many terms did the student enroll in, and complete, during a 12-month period?")
3. Student degree completion: time-to-degree for Troy Campus students; for non-residential Alabama campus students; for TROY Online students; for full-time students (regardless of location); for part-time students (regardless of location); for students entering classified as "at-risk": conditional admission, developmentally placed, undeclared major, entering probation status within Year One, within Year One and Two, at any time thereafter; for students who are part of the ADA program; for students who are part of the TRIO programs

Percentage completion:

50

Fall 2023 Semester Update:

The Troy Campus students who are advised in the JWS Center for Student Success now constitute over 40% (and closer to 45%) of all Troy Campus students. The integrated success support model continues to serve as the foundation of the Center's efforts. Engagement by the students is up for such areas as TRIO, the Learning Center (tutoring), ADA and Careers. The Troy Campus Food Pantry has expanded and is

used by an increasing number of students. The Fall 2022 to Fall 2023 data should be available by early January 2024.

2.e. Revitalizing Leadership program.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

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

Performance Indicator:

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

Percentage completion:

35

Fall 2023 Semester Update:

1. (Area 1) Leadership faculty updated LDR1100 and 2200 through the summer and implemented those changes this semester. Both courses, for the first time in the traditional classroom, added external textbooks as opposed to "home grown" text. In the spring, we expect to update LDR2220 – Contemporary Issues of Women in Leadership to be implemented in Fa24. Additionally, we will begin to assess which online offerings need updating.
2. (Area 1) Fall 2023, the Leadership Institute began discussions on how the program might be re-organized to make it more appealing. Area of consideration was to rearrange the minor and make it a skills-based minor with specific courses developing a student's specific leadership skill.
3. (Area 2) The leadership Institute initiated discussions with the College of Business to once again offer the Leadership Minor for their students. Due to their new accreditation and curriculum structure, this will be difficult and take significant time to implement.

4. (Area 3) Began engaging with Pike County LEAD. November 2023, we presented a short lesson and discussed with them the different topic areas and course offerings we could provide in the future.
5. (Area 3) Began discussions with Autauga County Youth Leadership Program to develop a partnership. We would provide a day of leadership instruction and use the opportunity as a marketing event for Troy University.
6. (Area 4) Nothing to report regarding the Chancellor's Fellows since we are currently not involved in the program/process.
7. (Area 5) Nothing to report on the Global Leadership PhD since this is not the responsibility of the Leadership Institute.

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 2023 Semester Update:

No report

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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.

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 2023 Semester Update:

TROY Online Academic Services created a Tiered Advising System in Spring of 2023 and currently has the following number of staff in place:

Tier 1 - Academic Services Associate - 4

Tier 2 - Academic Services Adviser - 4

Tier 3 - Professional Advisors - 6

These ASAs continue to serve online students with student service type needs and work on retention efforts.

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:

Kerry Plamer (kjpalmer@troy.edu)

Performance Indicator:

Percentage completion:

25

Fall 2023 Semester Update:

- The Department of Psychology has embraced HyFlex to deliver courses on the Dothan, Montgomery, and Phenix City campuses
- HyFlex courses in the English department have met with overwhelming success, including a 100% increase in some areas.
- The School of Social Work and Human Services offered a HyFlex option in Montgomery and Dothan. However, attendance was an issue and the course will not likely be offered in this format again.
- The College of Arts and Sciences is actively scheduling HyFlex courses where the Dean and department chairs deem appropriate
- SCOB leverages HyFlex courses throughout its curriculum, mostly on the Troy campus.

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 2023 Semester Update:

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

Project Not Registered in 2023 (Summer '23) – Called/emailed active students who had not attended in 2023

3,848 students contacted	291 course enrollments
215 students registered	839 credit hours

*Estimated \$342,312 generated tuition

Business Office Hold Release (23/T1) – Called/emailed online students who had a balance less than \$500

196 students called	95 course enrollments
57 registrations	265 credit hours

*Estimated \$108,120 in tuition

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Kerry Plamer (kjpalmer@troy.edu)

Performance Indicator:

Percentage completion:

50

Fall 2023 Semester Update:

- The College of Education has ended an underperforming Applied Behavioral Analysis program and invested in a high-need Master in General Psychology program instead
- CHHS is establishing an advisory board to help with the identification of needed programs
- HHS will apply for initial accreditation by the Commission on Accreditation of Allied Health Programs for the BS in Exercise Science program
- The ASN program will undergo a thorough on-site review in 2024
- HHS is preparing to launch the following: Accelerated MSN program, Psychiatric-Mental Health Nurse Practitioner program, nursing educator options at the doctoral level
- MSN/DNP will undergo a curriculum review in 2024

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:

50

Fall 2023 Semester Update:

Grant activity continues to support TRIO programs and Title III efforts. The Centers on the non-residential campuses vary in size, strength and scope with Montgomery being the most developed and Dothan and Phenix City being the smallest staffed. The TROY Online model for supporting students continues to blend advising with course assistance and related success efforts.

The Troy Campus success metrics (retention-progression-completion) continue to be affected by the intake metrics: 70+% of Troy Campus students are developmentally placed, a significant number of students are PELL recipients, a significant number of students come from economically disadvantaged high schools and homes, and a significant number of students are confronting mental health concerns. These issues have affected, and will continue to affect, the success rates for the traditional campus.

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 2023 Semester Update:

We are always continuing to build on our efforts of strong relationships with our alumni, donors and friends. We promote involvement with the many events we conduct and sponsor throughout the year. This fall we had events at Wynlakes and the Waters neighborhoods and became an active partner with STROLL magazine in those two areas. We also began advertising in that magazine as well and chartered an alumni chapter at The Waters from these efforts. The Alumni Association sponsored 6 home tailgates and four away tailgates during the Fall and the Birmingham Bowl Tailgate which engaged over 700 of our alumni and friends. We co-sponsored many Athletic events such as the Football drawdown, Basketball Banquet, Baseball's golf Tournament and Bowl game activities just to name a few.

We sponsored an Alumni trip to the TROY vs. Army game - which included a tour of Army's campus and a lunch at the famous Thayer Hotel and the game itself. We hosted a New York Alumni chapter event and invited the 48 alumni & friends with us to this event as well. All these alumni had a great time getting to know each other as well as enjoying the many events. It gave the Alumni Association to get to know these alumni better and build stronger relationships with this group. We are already planning our next trip to the TROY vs. Iowa game set for Fall 2024.

We also embarked on an Oral History project with Publishing Concepts, Inc. This project allows us to engage alumni while strengthening their emotional connection to TROY by capturing their college experience. Every day thousands of untold stories from alumni are lost forever. This project is giving us and opportunity to preserve these stories forever and then the Development office can use these stories to help in their fundraising efforts and the book can also be shared by alumni to attract new students to TROY after reading these amazing experiences that alumni have had at TROY.

We have also begun working on a Bench and Bar Alumni chapter made up of lawyers and judges and our Alumni of the Year were spotlighted at Homecoming 2023. Homecoming also brings back many other alumni for events such as the Trojan Tailgater's Ball which raising money for scholarships and engages many alumni. Our Military Appreciation game also spotlights our military alumni and involves them in many activities throughout that week-end.

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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:

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

Fall 2023 Semester Update:

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.
 1. We have established a cohort tracking system that includes application rates, admission rates, and matriculations. We hope to refine this process moving forward.
2. Hire sufficient full-time faculty to support course delivery, methodological support, and dissertation supervision.
 1. We are currently searching to fill two full-time faculty positions in the Global Leadership PhD program. We anticipate seating candidates in these positions for Fall 2024.
3. Establish a Global Leadership journal.
 1. Faculty in the program are working with leadership in the field and at the university to establish a Global Leadership journal.

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Samantha Johnson (johnson@troy.edu)

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:

87

Fall 2023 Semester Update:

Following a search and review of select proposers, Intermark Group has entered into contract on TROY's behalf with a new international marketing partner - Acumen Education. Several companies were interviewed and negotiations at the SVC level lead to a contract being signed Fall 2023.

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. The campaign will begin Q1 2024.

4.c. Increase faculty and staff minority leadership.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

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

Performance Indicator:

Percentage completion:

5

Fall 2023 Semester Update:

The Chief Academic Officer is providing leadership opportunities for underrepresented populations on a regular basis.

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

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

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

Performance Indicator:

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

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

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

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

Fall 2018	396
Fall 2019	440
Fall 2020	592

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

Percentage completion:

85

Fall 2023 Semester Update:

223 Graduations

16 Site transfers

22-23 Academic YearFY 2023

ADMITTED	ENROLLED COURSES	CREDIT HOUR	HEAD COUNT	REVENUES
317	3,877	11,355	817	809,250
36% decrease	20% increase	19% increase		18% increase

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

8/1/2020

End:

7/31/2025

Responsible Users:

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

75

Fall 2023 Semester Update:

1. Done with the exception of Antarctica
2. Done
3. Coventry University did not pan out due to unacceptable legalities in its proposed agreement. Pietrasanta is a unique program and will not be easily replicated. The Magellan Exchange did add Worcester University in the UK which provides courses for health science majors which originally drew us to Coventry.
4. Done
5. 21/22 - 251 participants, 22/23 - 301 participants

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:

78

Fall 2023 Semester Update:

The QEP has been implemented and annual reports are submitted regarding the progress of implementation. Each year, initiatives are evaluated for success and to determine additional needs or changes that need to be made.

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:

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

Fall 2023 Semester Update:

Assessment of the racial breakdowns (a voluntary field on the application) of new students is provided each Fall as part of End of Cycle Report. Below is the overall AY2023 Funnel Activity by Race.

Applications Submitted (%)

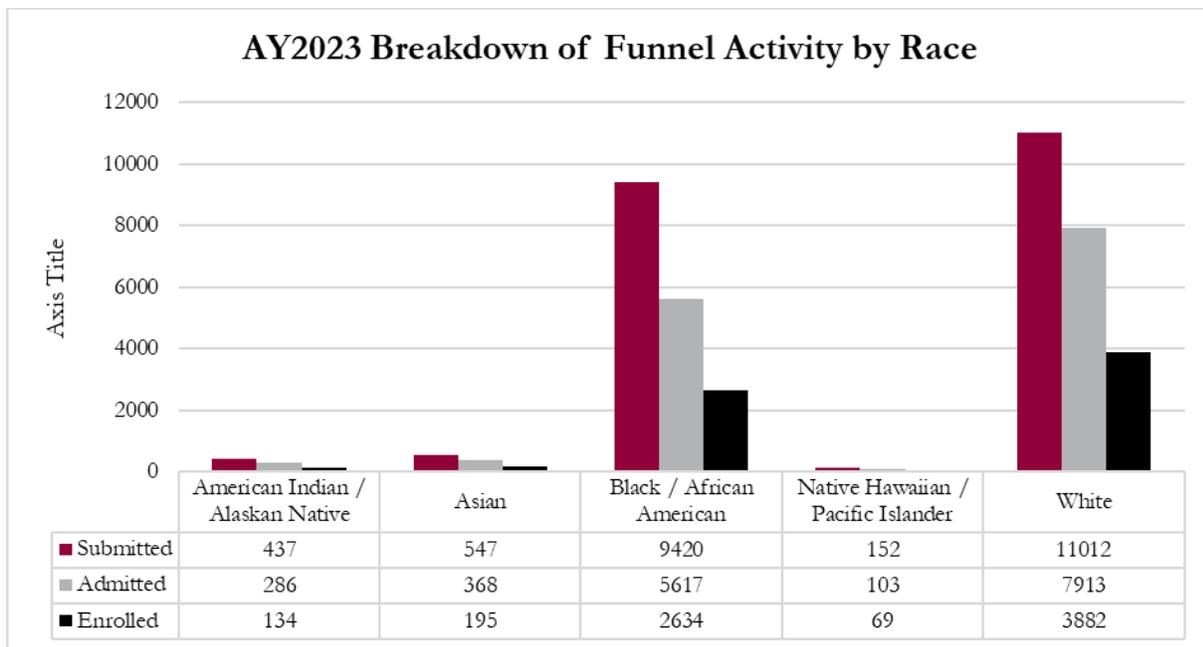
- White: 42%
- Black/African American: 36%
- Other (American Indian/Alaskan Native, Asian, and Native Hawaiian/Pacific Islander): 4%
- Unknown/Not disclosed: 17%

Applicants Admitted (%)

- White: 50%
- Black/African American: 35%
- Other (American Indian/Alaskan Native, Asian, and Native Hawaiian/Pacific Islander): 5%
- Unknown/Not disclosed: 10%

Applicants Enrolled (%)

- White: 53%
- Black/African American: 36%
- Other (American Indian/Alaskan Native, Asian, and Native Hawaiian/Pacific Islander): 5%
- Unknown/Not disclosed: 5%



4.h. Explore online programs in international locations.

Start:

8/1/2020

End:

7/31/2025

Responsible Users:

Jody Cebina (jcebina@troy.edu)

Performance Indicator:

Percentage completion:

100

Fall 2023 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.