

BARRY UNIVERSITY
STRATEGIC AGENDA OPERATIONAL PLAN
2017-2022

Through faithfulness to our Dominican heritage, the University's Mission Statement and Core Commitments and to excellence in teaching, scholarship and service, in the next five years we aspire to:

GOAL I: Achieve comprehensive financial sustainability

Objective 1: Develop a systematic process for monitoring and containing personnel expenditures within budget goals and/or financial constraints that is aligned with University aspirations for undergraduate and graduate education.

Rationale: The majority of the University's expenses are related to personnel costs. Thus, sound fiscal stewardship is directly tied to understanding compensation, benefits, professional development, and other related costs. The objectives and action items are intended to create or maintain the necessary organizational structures and processes to achieve financial sustainability, academic excellence, and be an exemplary workplace.

Outcome 1: Decrease duplication, achieve process improvement, and increase personnel efficiencies

Action steps	Action description (What is going to be done)	Outcome measures (How do we know it was effective)	Start Date	End Date	Responsible person
I.1.1.1	(Processes & People) Explicate and evaluate key business processes for all areas within each Division of the University to achieve improved operational, financial, and employee performance	Common processes identified	7/1/17	12/30/17	VP Business & Finance VP Human Resources
I.1.1.1a	Redesign and develop key processes to take advantage of common processes	List of updated processes and publish results	1/1/18	6/30/18	VP Business & Finance VP Human Resources
I.1.1.2	(Process & People) Identify positions that are common in various areas where duties can be standardized, and develop PDQ templates for these positions	PDQ Templates loaded on HR site for university use	7/1/17	6/30/18	VP Human Resources
I.1.1.3	(Processes & People) Development of restructuring plan based on PDQ templates for common positions	New plan implemented, and communication of	1/1/18	6/30/18	VP Human Resources

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	which addresses programmatic needs, staffing, support services required to advance goals, and equitable distribution of workload while reducing cost	new organization/division structure			
I.1.1.4	(Process & People) Review, revise and broaden compensation plan for faculty and staff. (consider compensation beyond salary increases such as equity, merit, benefits, cost of living, bonuses, etc.)	Revised plan adopted	10/1/17	1/1/18	VP Human Resources VP Business & Finance Provost
I.1.1.5	(Process & People) Upon review & revision, define conditions for compensation plan implementation - which should be considered a strategic priority.	Conditions set for plan implementation	12/1/17	4/1/18	VP Human Resources VP Business & Finance Provost
Budget Implications: Part of routine operational budget; Incentives, other if budget impact is positive					
<i>Outcome 2: Increase productivity and university performance</i>					
Action steps	Action description (What is going to be done)	Outcome measures (How do we know it was effective)	Start Date	End Date	Responsible person
I.1.2.1	(Technology/Tools) Enhance use of technology (Workday) to maximize use of internal talent, create career development plans, FTE data, and monitoring FTE salary expenditures, and link employee duties with Strategic Goals	New Workday launched for university use	1/1/19	9/1/19	VP Human Resources

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Budget Implications: Part of routine operational budget					
<i>Outcome 3: Succession management program implemented and adoption of guidelines for independent or outsourced services</i>					
Action steps	Action description (What is going to be done)	Outcome measures (How do we know it was effective)	Start Date	End Date	Responsible person
I.1.3.1	(Non-Instructional/Research Services) Develop a process and define criteria for determining if non-instructional/ research services should be performed in-house, by independent contractors, or be outsourced	New process developed	8/1/19	12/31/19	Provost VP Business & Finance
I.1.3.2	(Non- Instructional/Research Services) Find the right balance for non-instructional/research services performed in-house, by independent contractors, and operations which may be outsourced	Evaluation of service delivery and cost-savings	1/1/20	12/31/20	VP Business & Finance
I.1.3.3	(Non- Instructional/Research Services) Explore new initiatives, utilize students in programs to be involved in specific projects or on an ongoing basis.	Adoption of process for ongoing evaluation and exploration of new initiatives or projects	1/1/21	6/30/22	VP Human Resources Provost
I.1.3.4	(Non- Instructional/Research Services) Establish a formalized succession management program linked to leadership development including program evaluation and informed by the diversity framework (rollover from previous Strategic Agenda)	Succession management program established	7/1/19	6/30/22	VP Human Resources
Budget Implications: Part of routine operational budget					

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Objective 2: Engage in an Academic Program Prioritization process that will dovetail with an Academic Master Plan					
Rationale: The Academic Master Plan must be aligned with University strategic and financial goals. The immediate goal is to preserve academic excellence within a realistic framework of our existing resources. Moving forward, a system should be in place to allow the University to continuously evaluate market trends, evaluate program performance, and respond to changes in the external environment. Criteria for defining and measuring success of academic programs should be established and communicated.					
<i>Outcome 1: Academic programs will be sustainable and effective making them competitive and marketable to current and potential students.</i>					
Action steps	Action description (What is going to be done)	Outcome measures (How do we know it was effective)	Start Date	End Date	Responsible person
I.2.1.1	Develop a procedure for evaluating effectiveness and sustainability of current programs	Procedure established and communicated university wide	7/1/17	7/1/18	Provost VP for Business and Finance
I.2.1.2	Use the process developed/created to evaluate the effectiveness, mission centrality, and sustainability of all academic programs that will include input from academic departments, deans, the Undergraduate/Graduate Councils, and the ECA.	Ongoing use of procedure/metric established university wide	1/1/18	1/1/19	Provost
I.2.1.3	Identify trend data (quantitative/qualitative) to assess sustainability of programs including relations between enrollment and revenue interdependencies (general education credits vs. majors)	Trend data compiled and published for university wide use	7/1/17	12/31/18	Provost
I.2.1.4	Create a structure so that a program prioritization cycle occurs every 5 years to ensure the University is looking at program financial viability and mission centrality.	Program Prioritization SharePoint site created for ongoing review	8/1/18	6/30/19	Provost

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Budget Implications: Cost of new publications for marketing new/enhanced/blended programs, part of routine operational budget (reduction in budget from programs that are eliminated; reallocation of dollars to enhance programs with growth potential)					
Objective 3: Establish and communicate general guidelines for financial stewardship					
Rationale: Principles of good financial stewardship must be understood at all levels of the university. Guidelines and expectations should be developed and/or updated so that all faculty and staff members may understand their roles, responsibilities, and act in a manner that best serves the financial interests of the University.					
<i>Outcome 1: Updated policies, financial goals setting, and financial roles redefined will support attaining sustainable financial stewardship</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date/	Responsible person
I.3.1.1	Update and/or create policies that will support financial sustainability principles	Updated and New Policies implemented and centrally available for university compliance	7/1/18	6/30/19	VP Business & Finance
I.3.1.2	Complete a thorough assessment of the University's current financial situation, to include income statements, balance sheet, cash flow, assets, and other financial data	Financial assessment Snapshot completed	7/1/17	12/30/17	VP Business & Finance
I.3.1.3	Reassess on an annual basis the current university financial situation, to include income statements, balance sheet, cash flow, assets, and other financial data	Financial assessment Snapshot completed on an annual basis	8/1/17	10/31/17	VP Business & Finance
I.3.1.4	Based on financial assessment snapshot, create new financial goal(s)	Goals set and plans to meet goal set	8/1/17	10/31/17	VP Business & Finance

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I.3.1.5	Review duties of personnel with financial responsibilities within each Division and/or Units to ensure that individuals possess adequate skills, training, and knowledge to manage budgets, spend management and billing	Update to PDQs and possible organizational changes and training established	7/1/18	6/30/19	VP Business & Finance
I.3.1.6	Clarify and define roles and responsibilities that support effective financial management in a decentralized academic environment	Established guideline document and published for university use	7/1/18	6/30/19	VP Business & Finance VP Human Resources
Budget Implications: part of routine operational budget					
Objective 4: Ensure mechanisms for continuous monitoring and improvements of university financial resources are utilized, with appropriate internal controls and accountabilities.					
Rationale: The budgeting and finance functions of a University are complex. Management of our financial resources should be an ongoing, continuous activity which is as open and transparent as possible for members of the University community. A model should be developed to make revenue and expenses as clear and predictable as possible, while still allowing sufficient flexibility to respond to new ideas, unanticipated situations, or other changes when the need arises. Resource allocation plans, which establish the distribution of fiscal resources, should be tied to current and new strategic initiatives.					
<i>Outcome 1: Adoption of a new budget model and policy that will assist the university to be transparent and sustainable</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
I.4.1.1	Simplify annual budget process by developing a consistent form of measuring contribution margin per school or revenue-generating division	Contribution margin established and adopted by each school/division	8/1/17	12/31/18	VP Business & Finance Provost

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I.4.1.2	Adopt a transparent and sustainable budget model based on net tuition revenues, enrollment, and spend data that will make the university’s budgeting process sustainable	New transparent budget model	8/1/17	12/31/18	VP Business & Finance
I.4.1.3	Review and update internal controls to ensure appropriate “checks and balances” prevent overspending and mismanagement of university funds and/or unrealistic financial commitments (see I.4.1.2)	Internal control revised and present internal audit findings and updated policies	8/1/17	12/31/18	VP Business & Finance VP Human Resources
I.4.1.4	Align academic marketing initiative with the program prioritization outcome (see I.2.1.2)	TBD	7/1/17	9/30/18	Provost VP Technology/ CIO
I.4.1.5	Create realistic revenue goals, and explore recognition and rewards for revenue goal attainment and cost efficiencies (<i>for example:</i> -Tuition -Grants -Auxiliary -Fundraising -PODS Clinics -Investment Income) (see I.2.1.2 & I.4.1.1)	Revenue goals created and funded liability created to cross fiscal years.	7/1/17	9/30/18	Provost VP Business & Finance
I.4.1.6	Implement resource allocation strategies based on factors that include contribution margin and enrollment figures for Academic Units (see I.4.1.1)	Model adopted by university	8/1/18	12/31/19	Provost VP Business & Finance

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I.4.1.7	Align resource allocation strategies for support operations (i.e. Non-Academic) with university mission and strategic plan (see I.4.1.1 & I.4.1.3)	Model adopted by university	8/1/18	12/31/19	VP Business & Finance VP Human Resources
I.4.1.8	Establish a process for generating and pursuing new revenue opportunities/initiatives, e.g., athletics, auxiliary, professional development programs, entrepreneurship, etc. (see I.2.1.2 & I.4.1.1)	Monitor budget vs. actual—run reports based on net revenues	8/1/19	12/31/20	VP Business & Finance Provost VP Human Resources
I.4.1.9	Adopt a method to disseminate periodic financial information university-wide	Budget information updated on Budget website	8/1/19	12/31/20	VP Business & Finance
Budget Implications: Part of routine operational budget; Incentives, other if budget impact is positive					
Objective 5: Identify, prioritize, and implement realistic budgets for capital and technological expenditures.					
Rationale: The capital budget funds facility improvements, capital equipment, and information technology investments. It is separate from the University’s operating budget, which pays for the day-to-day operating costs. Over the past several years, capital improvements have been funded by various sources, but primarily University funds and cash reserves. Project expenditures have often exceeded project budgets. Capital budgets should reflect a thorough analysis of costs and funding sources, and be subject to regular review to ensure that commitments do not exceed available resources.					

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<i>Outcome 1: Realistic budget implemented and budgeting processes improved by better forecasting measures</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
I.5.1.1	Enhance Workday/Dashboard abilities to provide budget planning and forecasting trend data to academic and non-academic administrators	New reporting capabilities identified and utilized	8/1/18	12/31/18	VP Business & Finance
I.5.1.2	Review capital budget model for alignment with industry best practices	Capital budget model reviewed, and realigned if necessary.	8/1/18	12/31/18	VP Business & Finance
Budget Implications: part of routine operational budget					
Objective 6: Gather data via benchmarking from peer institutions to gauge financial goals and performance					
Rationale: An essential planning component is the assessment of our position relative to that of comparable institutions. Appropriate data should be analyzed to establish financial benchmarks by which to measure our current position and our progress. Benchmarking data is intended to provide an objective and reasonable means by which to measure our performance over time. The measures should allow us to identify both positive and negative trends. Recommendations for changes or updates to goals or action should be modified accordingly using this data on a periodic basis.					
<i>Outcome 1: Improved processes and/or policies which will help the attainment of financial sustainability</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
I.6.1.1	Identify the benchmarks (KPI, industry best practices) data that will be useful to improve processes and/or policy to reach financial sustainability	Benchmarks identified and utilized in existing processes and/or policies	7/1/17	9/30/18	VP Business & Finance
Budget Implications: part of routine operational budget					

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Objective 7: Create revenue initiatives					
Rationale: Revenue generation is a top institutional priority. Stewardship of resources must include the university's primary source of revenue, tuition and fees. Similarly, emphasis should be placed on alternative sources of revenue, including fundraising, grant opportunities, auxiliary revenue, and community collaborations. Processes should be evaluated to address the perception that implementation of new program or other revenue generating ideas are difficult or time consuming. Incentives and rewards should be explored to promote a culture of innovation.					
<i>Outcome 1: New revenue initiatives process adopted for possible university adoption</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
I.7.1.1	Create a process/structure to submit new revenue ideas (academic and non-academic) for possible university adoption (see I.4.1.8) (Include in this process a module to educate proposers about steps required for SACSCOC approval.)	Process and structure created and adopted	1/1/19	5/30/19	VP Business & Finance Provost
Budget Implications: part of routine operational budget					

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GOAL II: Provide Learner centered experiences that facilitate student academic, social, and professional success.					
Objective 1: Institute and evaluate a comprehensive, integrated campus learning experience that maximizes the utilization of institutional resources for student success					
<i>Outcome 1 : Implement coordinated interventions and initiatives that nurture the highest levels of academic and social success</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.1.1.1	Create a Student Success Task Force to develop a comprehensive, integrated campus learning experience which will maximize the utilization of institutional resources for student success with an emphasis on positioning effective leaning practices at the center of the student experience.	Articulation and dissemination of BU grad success characteristics	7/1/17	10/31/17	VP Student Affairs Provost
II.1.1.2	Define student success, academic success, and social success of the BU graduate - first year through graduation.	Articulation and dissemination of BU grad success characteristics	8/1/17	12/31/17	VP Student Affairs Provost UG Student Success Task Force
II.1.1.2a	Utilize Institutional Research data, findings derived from MapWorks analyses and UG Student Success Taskforce to help formulate intervention strategies.	Findings incorporated into intervention recommendations	8/1/17	12/31/17	VP Student Affairs Provost

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					UG Student Success Task Force
II.1.1.3	Review effectiveness and utilization of tutoring and academic support services, including but not limited to the Learning Center, Center for Advanced Learning (CAL), Disability Services, Library support services, placement testing (Consider utilizing IR data and findings derived from tools to formulate and implement intervention strategies)	Review data informed intervention strategies	8/1/17	5/31/19	VP Student Affairs Provost UG Student Success Task Force
II.1.1.4	Adopt revised methods for the enhanced effectiveness and utilization of tutoring and academic support services, including but not limited to the Learning Center, Center for Advanced Learning (CAL), Disability Services, Library support services, placement testing (Consider utilizing IR data and findings derived from UG Success Task Force to formulate and implement intervention strategies)	Revised methods adopted and increase utilization and marketing of the programs	6/1/19	6/30/20	VP Student Affairs Provost UG Student Success Task Force
II.1.1.5	Improve strategy for early detection of <u>at-risk students</u> so that intervention starts before first day of class and continues until graduation. Utilize tools that work better. Align with recruitment strategies.	Improved academic preparedness	8/1/18	12/31/18	VP Technology/ CIO Provost UG Student Success Task Force

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II.1.1.6	Implement program(s) to support college readiness (i.e., Summer Bridge Program; Online Distribution courses; and/or prerequisites online). Incorporate Inclusive Excellence framework.	Program cost/ benefit considered and evaluated for implementation. Inclusive Excellence Taskforce March 2017 recommendations incorporated.	6/1/19	7/31/19	Provost
II.1.1.7	Identify and implement empirically tested/discipline based interventions designed to increase both traditional and non-traditional student's retention, persistence, and 4-and 6-year graduation. (link to II.1.3.5)	Interventions identified and disseminated to Colleges/Schools. Practices implemented within academic units. Improved retention, persistence, and graduation rates.	7/1/18	5/30/19	Provost VP Student Affairs
Budget Implications: part of routine operational budget					
<i>Outcome 2: Implement holistic advising program as part of a larger student success strategy</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.1.2.1	Assess and redesign current university wide academic advising program to include multiple dimensions of the student experience, consistent procedures, training for all new faculty advisors, and clarity related to the Gen	Advising program revised, training conducted,	8/1/17	5/30/18	Provost

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	Ed/Distribution course process. Include on-line advising with deposited students.				
II.1.2.2	Review process for working with undecided students and connect them to the Career Development Center earlier.	Undecided student process reviewed and implemented	1/1/18	6/30/18	Provost VP Student Affairs
II.1.2.3	Determine feasibility of a centralized (professional) advising for first year until 30 credits milestone is achieved, then transfer to appropriate academic department.	Draft a plan for advising	8/1/18	5/30/19	Provost
II.1.2.4	Implement advising plan stated in II.1.2.3.	Advising plan implemented/adopted	6/1/19	6/1/20	Provost
Budget Implications: part of routine operational budget					
<i>Outcome 3: Enhance and expand co-curricular initiatives linked to high impact practices that improve the partnership between Academic Affairs and Student Affairs</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.1.3.1	Develop a comprehensive plan, which includes the implementation and on-going evaluation of key student success strategies. (Current QEP undergraduate outcomes or similar institutional learning outcomes should be incorporated into this plan.)	Plan developed; seamless transition from Admissions to Barry 101, increased conversion of Barry 101 to matriculation in	8/1/18	5/30/19	UG Student Success Task Force

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		fall, increased persistence from fall to spring, increased overall retention rates, internships and job placement.			
II.1.3.2	Develop institutional vision for the purpose and intended outcomes for ORI and align with first year learning outcomes. (Consider institutional support for participation by all freshman and transfer students, 3 credit mandatory comprehensive course, content experts as instructors, skills based curriculum, expanding LC model with paired ORI coursework (developmental), different tracks for college ready and developmental students, first year seminar model).	ORI purpose defined and aligned with FY learning outcomes. ORI revised with plan for on-going evaluation.	8/1/18	5/30/19	VP Student Affairs UG Student Success Task Force Provost
II.1.3.3	Increase the number of sustainable academic programs, including face-to-face programs as well as Extended Learning programs. (Consider: increasing the number of five year seamless programs, expanding on-line/hybrid programs, supporting dual-enrollment with local high schools, expanding service learning courses, increasing interdisciplinary research and UG research by promoting faculty/student mentoring and faculty to faculty collaboration, expanding certificate programs for post-graduate students. Include Academic Master Plan and program prioritization results.)	A demonstrated increase in new academic enrollment options and integrated programs as part of an Academic Master Plan	6/1/18	5/30/19	Provost VP Student Affairs
II.1.3.4	Assess, improve and better coordinate high impact practices that are currently in place regarding student success and retention including, but not limited to the	Create a rubric of current high impact practices and quantify	6/30/18	5/30/19	Provost

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	Living Learning Communities, service learning/community based learning, internships, capstone projects/courses and diversity/global learning.	usage and impact on retention			VP Student Affairs
II.1.3.5	Improve availability of student success assessment data for informed decision making. Increase data informed decision making to better utilize software and data bases. Create a rubric to facilitate learner centered decision making going forward.(link to II.1.1.7)	Student success operationalized. Data made available. Success data incorporated in board reports. Rubric developed.	8/1/18	5/30/19	Provost Vice Provost
II.1.3.6	Create an effective student withdrawal process that includes gathering exit data, standardization of the collected information, and centralization of access in order to make it usable for data-informed decision making.	Content and process related to exit data reviewed and revised. Withdrawal data integrate with Mapworks.	6/1/18	5/30/19	Vice Provost
Budget Implications: part of routine operational budget					
Objective 2: Strengthen alignment between curricular and curricular student engagement initiatives.					
<i>Outcome 1: Establish a comprehensive First Year Experience (FYE) program which includes both curricular and co-curricular initiatives that underpin the undergraduate experience</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.2.1.1	Institute strategies that involve the collaboration of faculty and staff across divisions to support first-year students' success and lead to increased student retention. These activities should reflect Barry's mission, student demographics, and campus culture. Include data from Inclusive Excellence Task Force. Consider broad	Broad representation on UG Student Success Task Force. Improved student engagement and satisfaction.	1/1/19	12/31/19	VP Student Affairs UG Student Success Task Force

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	representation on UG Student Success Task force to facilitate communication and identify success strategies.	Increased retention.			
II.2.1.2	Complete an assessment of the effectiveness of Barry 101 and make changes in the program to improve its impact on student enrollment. (Consider: Register students in spring; move from paper placement tests to on-line placement tests; include time for personal advising, especially with undecided students. Create time for team-building and community building with new families and the Barry community.	Improved enrollment.	8/1/17	5/30/18	VP Student Affairs
Budget Implications:					
<i>Outcome 2: Consolidate campus programming to reflect current student enrollment, reduce redundancy and over programming of students, faculty and staff</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.2.2.1	Utilize campus program partners to coordinate mission centered initiatives between Academic Affairs and Student Affairs, such as leadership development, mission lunch and learn topics, common reader and mini-conference, Founders' Week Distinguished Lecture, scholarly conferences, and the identification of annual Learn, Reflect, Serve collegiate traditions.	Interdisciplinary programming team created to plan the strategic direction for annual university wide programs. Increased attendance at fewer events. Demonstrated alignment with Mission and Core Commitments.	6/1/17	7/30/19	VP Student Affairs

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II.2.2.2	Integrate academic projects and clubs with Center for Student Involvement's process to improve marketing of student clubs, registration, fund raising and overall student engagement. Identify more effective procedures.	New procedures created and implemented	6/1/19	7/30/20	Associate Vice Provost VP Student Affairs (Center for Student Involvement)
II.2.2.3	Include campus committees and centers in program planning to increase engagement across all students, faculty and staff, such as the Mission Integration Council (MIC), BEST, UG Common Reader, Center for Social Justice (SSW), Center for Ethical Leadership	Committee representatives included in annual program planning process	6/1/19	7/30/20	Provost VP Student Affairs
Budget Implications: part of routine operational budget					
<i>Outcome 3: Re-build Barry pride among students, faculty, and staff (see also III.6.1)</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.2.3.1	Review and clarify Barry's collegiate traditions for their effectiveness in terms of student attendance and engagement, integration into the curriculum, faculty/staff engagement and by building critical mass at mission centered campus events	Events reviewed. Increased attendance and engagement	6/1/19	7/30/20	VP Student Affairs
II.2.3.2	Develop effective communication strategy to students about campus wide events. (Consider utilizing relevant technologies that would support a portal for all	Communication strategy developed. Increased attendance and engagement	6/1/19	7/30/20	VP Student Affairs

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	information- registration, grades, financial aid, housing, meal plan, activities, health insurance, etc.)				
II.2.3.3	Develop strategies to increase engagement at Athletic events- support of our teams; (consider: launching a Barry Pride campaign related specifically to athletics- e.g. everyone goes to first soccer game, wear a Barry polo one day a week.)	Strategies developed. Increased attendance and engagement	6/1/19	7/30/20	VP Student Affairs Provost
Budget Implications: part of routine operational budget					
<i>Outcome 4: Expand and enhance UG student leadership development programs</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.2.4.1	Benchmark leadership development programs at comparable universities and clearly define institutional goals for student leadership development. Consider including mission centered social justice themes, FYE programming, effective retention practices, Student Affairs engagement areas, multi-cultural programming, leadership conferences, professional development, linked course with LLC as defined by NSSE and AACU.	Develop Center for Ethical Leadership proposal and implement comprehensive student leadership programs.	8/1/19	12/31/20	VP Student Affairs
II.2.4.2	Revise emerging leaders program to include peer mentoring	Program revised	8/1/19	12/31/20	VP Student Affairs
II.2.4.3	Identify alignment with Adrian Dominican social justice themes through interdisciplinary learning opportunities as they relate to ethical leadership and professional success. Link with BU mission and core commitments.	Potential alignments identified. Integrated opportunities developed with Center for Ethical Leadership	8/1/20	12/31/21	Provost VP Student Affairs

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II.2.4.4	Enhance faculty/student mentorship across the institution. Include recommendations from the March/April 2017 Inclusive Excellence Taskforce report.	Mentorship opportunities increased	8/1/20	12/31/21	Provost VP Student Affairs
II.2.4.5	Review Thompson Hall repurposing initiative for mission centered leadership development for students, faculty and staff.	Proposal reviewed and implementation considered	8/1/21	6/30/22	VP Student Affairs Provost
Budget Implications: part of routine operational budget					
Objective 3: Implement a student recruitment, admissions, retention and alumni process that is integrated, seamless and inclusive across the university					
<i>Outcome 1: Increase student conversion, persistence to graduation and beyond</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.3.1.1	Review and revise recruitment to create a seamless prospect engagement process from recruitment to admissions. (Include recruitment recommendations in the March 2017 Inclusive Excellence taskforce report.)	Process reviewed and revised. Increase in admission rate.	6/1/17	6/30/18	VP Technology/ CIO
II.3.1.2	Target student recruitment to program specifications.	Program specific recruitment processes established. Increase in conversion. Increase in persistence	6/1/17	7/30/19	VP Technology/ CIO

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II.3.1.3	Utilize best practices related to admissions and retention standards to identify and implement innovative recruitment strategies. (Consider new student orientation programs, welcome week activities, and mission centered rituals, campus traditions, summer orientation programs, common reader, academic advising, academic support centers, and supplemental instruction, undergraduate research initiatives, learning communities, and residence education initiatives.)	Best practices standards and innovative approaches reviewed and incorporated to increase admissions and retention	8/1/19	12/31/21	VP Technology/ CIO VP Student Affairs Provost
II.3.1.4	Standardize communication with new and prospective students to create seamless and successful handoff between Admissions, Academic Affairs and Student Affairs.	Calendar dates set and standardized procedures implemented. Increased admissions and retention.	8/1/18	12/31/19	VP Technology/ CIO VP Student Provost
Budget Implications: part of routine operational budget					
<i>Outcome 2: Effective coordination between admissions, academic units and student recruitment</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.3.2.1	Improve timeliness of delivery of admissions files to academic programs.	Time of delivery reduced. Increased conversion.	1/1/18	12/31/18	Assoc. Vice Provost VP Technology/ CIO

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II.3.2.2	Improve communication between Admissions to academic unit and expand personal outreach from faculty/subject matter experts to prospective students	Methods to improve communication established. Methods to include faculty contact with prospects established. Increased conversion and persistence	08/1/18	08/1/19	VP Technology/ CIO Assoc. Vice Provost
Budget Implications: TBD					
Objective 4: Create a campus culture that attracts prospective graduate students					
<i>Outcome 1: Create a Graduate School (or equivalent)</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.4.1.1	Establish a graduate school or functional equivalent	Graduate school or functional equivalent established	8/1/18	5/30/19	Provost
II.4.1.2	Provide graduate-specific study rooms in library	Room identified	8/1/19	7/30/20	Provost
II.4.1.3	Increase graduate-specific social activities and targeted student engagement strategies	Activities offered	8/1/19	7/30/20	Provost VP Student Affairs
II.4.1.4	Increase graduate interactions with outside professionals in order to provide insight into life after graduation	Engagement opportunities established	8/1/19	7/30/20	Provost VP Student Affairs

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II.4.1.5	Review and revise existing model for funding graduate students via graduate assistantships.	Current model reviewed, revised, and disseminated	8/1/19	7/30/20	Provost VP Business & Finance
Budget Implications: part of routine operational budget					
<i>Outcome 2: Increase visibility of graduate programs on campus and coordinate outcomes</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.4.2.1	Create seamless transition to graduate programs from appropriate and relevant UG programs; increase number of accelerated programs (e.g. with Law, PA, POD, Nursing, etc.).	Process for proposing, reviewing, and approving seamless programs review and revised.	8/1/19	7/30/20	Provost
II.4.2.2	Increase presence of graduate programs on social media.	Social media presence increased	Summer 2017	On-going	VP Technology/ CIO Marketing
II.4.2.3	Coordinate thesis and dissertation process.	Current guidelines reviewed and revised to establish consistency across graduate programs	7/30/20	7/30/21	Provost
II.4.2.4	Establish a more intensive and individualized graduate advising process to maximize match between student interest and graduate programs.	Process established and implemented	7/30/20	7/30/21	Provost

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II.4.2.5	Identify opportunities for shared programming to reduce redundancy and promote interdisciplinarity.	Opportunities identified and coordinated	7/30/20	7/30/21	Provost
Budget Implications: part of routine operational budget					

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GOAL III: Promote an institutional culture that fosters Ethical Behavior, Personal Accountability, Service Excellence, Professional Development, and Community Engagement					
Objective 1: Ethical Behavior-					
Create a shared understanding of ethical behavior to ensure day-to-day actions align with the University's Mission, Core Commitments, and current policies and procedures for faculty, staff, and students.					
<i>Outcome 1: Students, faculty and staff will be able to differentiate between ethical and unethical behavior and will take responsibility to make ethical choices in keeping with our Catholic identity.</i>					
Action Steps	Action description (What is going to be done)	Outcome measures (How do we know it was effective)	Start Date	End Date	Responsible Person
III.1.1.1	Develop & provide university-wide ethics training for faculty and staff.	Training developed Training implemented 100% participation	8/1/19	12/31/20	VP Human Resources
III.1.1.2	Create a central repository for all policies. (See I.3.1.1)	Website available repository developed	7/1/18	6/30/19	VP Human Resources
III.1.1.3	Incorporate an ethical behavior component into all orientation initiatives (i.e., ORI, New Faculty/Staff Orientation, online course onboarding, etc....)	Ethical behavior component(s) identified/developed and added to the initiatives	7/1/18	6/30/19	Provost VP Human Resources VP Student Affairs
III.1.1.4	Develop tutorials, trainings, experiences for faculty, staff, and students about Barry's Catholic identity and heritage	Materials and procedures developed. 100% participation	7/1/18	6/30/19	VP Student Affairs VP Human Resources

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III.1.1.4a	Establish a schedule for engaging student, faculty, and staff in Barry's Catholic identity and heritage events.	Schedule created and implemented	7/1/19	6/30/20	VP Student Affairs VP Human Resources
Budget Implications: part of routine operational budget 1. Additional Staff Resource (PT) – for ethics training or Faculty Resource (with a course release) 2. No tangible cost – Dedicated current staff member to create online repository 3. No tangible cost – Mission Integration Council					
Objective 2: Personal Accountability- Collaboratively establish objective(s) and outcomes that align with the strategic priorities of the university and fosters a culture of integrity and personal accountability.					
<i>Outcome 1: Students, faculty, and staff will be able to assess the outcomes resulting from one's personal choices, behaviors, and actions.</i>					
Action steps	Action description (What is going to be done)	Outcome measures (How do we know it was effective)	Start Date	End Date	Responsible person
III.2.1.1	Create a student advisory board to work with the Dean of Students to create a preamble to the Student Code of Conduct that articulates the expectations and vision of a Barry University student.	Student Code of Conduct revised with student input	8/1/18	5/30/19	VP Student Affairs
III.2.1.2	Review Faculty and Administrative and Support Staff Handbooks with a focus on personal accountability.	Ensure expectations are listed in the performance evaluation process	8/1/18	5/30/19	Provost VP Human Resources
Budget Implications: 1. No tangible cost – Dean of Students & Student Leaders collaboration 2. No tangible cost – ensure policies align					

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3. No tangible cost – Provost with Faculty Senate collaboration					
4. Cost to implement recycling campaign & environmental educational program (TBD \$)					
Objective 3: Service Excellence- Provide a framework of University Service Standards for developing, measuring, evaluating and maximizing the service experience at Barry University.					
<i>Outcome 1: Faculty, staff and students will be trained to provide excellent service based on a consistent set of service criteria.</i>					
Action steps	Action description (What is going to be done)	Outcome measures (How do we know it was effective)	Start Date	End Date	Responsible Person
III.3.1.1	Review and update methods to assess the level at which service is being provided and identify areas that need improvement. Establish a process for continual improvement.	Service is measured and areas for improvement are noted and implemented.	8/1/19	12/31/20	VP Human Resources
III.3.1.2	Re-launch of Barry CARES (<i>Civility and Respect for Excellent Service</i>) and implementation of Service Standards. Provide training on expectations of service excellence for all service units. Service Standards must be approved by ECA, Deans, Department Heads etc....in order to obtain “buy-in”.	Areas for improvement are identified and actions are taken to improve service	8/1/17	12/31/19	VP Human Resources
III.3.1.3	Assess the current student service experience	Service is measured and areas for improvement are noted	8/1/19	5/30/20	VP Student Affairs
III.3.1.3a	Based on assessment results, create a plan to address how Barry can better meet student’s academic and social needs, to include: a) Resident Students – Freshman	Plan created	6/1/20	12/31/20	VP Student Affairs

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	b) Commuter Students c) Adult Students d) Graduate Students				
III.3.1.3b	Plan implementation via CQI model. Establish a process for continual improvement through focus groups.	Plan implemented	1/1/21	6/30/21	VP Student Affairs
Budget Implications: <ol style="list-style-type: none"> 1. Cost associated with purchasing a survey instrument (TBD \$). 2. No tangible cost – Focus Group/Staff Committee 3. Additional Staff Resource (PT) to coordinate improvement strategies with departments. 					
Objective 4: Professional Development- Define a framework to ensure equitable, relevant, and consistent access to professional development opportunities for faculty, staff, and students in order to enhance personal & professional growth that is aligned with the university mission and core commitments.					
<i>Outcome 1: Faculty, staff and students will have access to on-going professional development to enhance personal and professional growth.</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
III.4.1.1	Create a Professional Development Committee to establish and evaluate professional development opportunities and policies.	Committee established	1/1/18	7/30/19	President
III.4.1.2	Develop and implement the <i>Lay Leadership</i> program.	Program adopted	1/1/18	7/30/19	VP Student Affairs Provost
III.4.1.3	Implement a Learning Management System (LMS) to centralize opportunities for professional development.	LMS implemented	8/1/17	12/31/17	VP Human Resources

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III.4.1.4	Develop a professional workforce training program for work-study and student employees.	Workshop created & offered to students	1/1/18	7/30/19	VP Human Resources VP Student Affairs
III.4.1.5	Create an incentive-based faculty and staff Professional Development model. (i.e., Consider rewards/recognition for completing a web-based “passport program”).	PD model created incentives identified	8/1/18	7/30/19	Provost

Budget Implications:

1. No tangible cost – Committee Collaboration
2. No tangible cost – Mission Integration Council
3. Workday Learning Management System (\$ capital budget request submitted for FY17-18)
4. No tangible cost – Collaboration between HR and CDC
5. Cost associated for with completing Professional Development & Incentives/Awards (\$ TBD)

Objective 5: External Community Partnerships-

Develop community initiatives (locally/regionally/globally) through mutually productive partnerships that will enhance the educational and university experience for students, faculty and staff.

Outcome 1: The University will have a network of partnerships with the community to give students, faculty, staff & alumni opportunities to explore career and academic endeavors.

Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
III.5.1.1	Create a relationship with local high schools that involves dual-enrollment courses, and other kinds of outreach.	Program created and students enrolled	8/1/18	12/31/19	Provost
III.5.1.2	Form a committee (External Community Partnership Committee) including Career Development Center, Alumni Relations, Major Gifts Development, University Sponsorships, and CCSI to create an integrated repository of community partners.	Committee formed & repository created	8/1/17	5/30/18	Provost VP Human Resources VP Student Affairs

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III.5.1.3	Expand programs that links local humanitarian, social and charitable organizations that encourage community partnership initiatives (i.e., Kiwanis, Rotary, etc.).	Students, faculty, and staff will identify opportunities to participate in community initiatives.	6/1/18	6/30/19	External Community Partnership Committee
III.5.1.4	Develop a framework that will maintain relationships with media to help raise the University’s profile (e.g., campus events, innovative programming, athletic accomplishments, etc.)	Increased media coverage	6/1/18	6/30/19	ECA
Budget Implications: <ol style="list-style-type: none"> 1. No tangible cost – Collaboration 2. Cost associated with membership dues (\$ TBD) 3. No tangible cost – Committee Collaboration 4. Staff Resource (FT) for public relations. 					
<i>Outcome 2: The University will strengthen mutually beneficial partnerships with community organizations and institutions that address the needs of underserved communities.</i>					
III.5.2.1	Community Advisory Committee provide “insider perspectives” on issues faced by the local community that could be addressed through collaborative efforts.	List of ideas created	09/01/17	5/30/17	Director CCSI
III.5.2.2	Create a Civic Action Plan (CAP) that articulates institutional commitment and responsibility for contributing measurably to the health and strength of Barry’s surrounding communities – economically, socially, environmentally, educationally, and politically.	Civic Action Plan created	01/01/18	5/30/18	CAP Task Force

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III.5.2.3	Prepare a Community Partnership Handbook for use by administrators, staff, and faculty.	Handbook created	01/01/18	5/30/18	Director CCSI
Budget Implications: part of routine operational budget					
Objective 6: Internal Community Participation- Enhance community initiatives that will increase morale and foster pride in our institution.					
<i>Outcome 1: Increased participation by students, faculty, and staff at Barry sponsored events (e.g., Athletic events, Fine Arts presentations, Alumni events, Homecoming, Founder's Week, etc....)</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
III.6.1.1	Commission Faculty Senate, Administrative Staff Council and Student Government Association to develop event participation incentive recommendation.	Recommendations established Increased event participation	8/1/18	12/31/19	Faculty Senate, ASC, SGA
III.6.1.2	Review current BEST initiatives to ensure that they promote environmental education on campus and to increase sustainability efforts through various programming and recycling efforts.	BEST initiatives reviewed and recycling and educational programs initiated	8/1/18	12/31/19	VP Student Affairs BEST Committee
Budget Implications: 1. Cost associate with incentive program (\$ TBD)					

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Glossary of Terms

ASC	Administrative Staff Council
BEST	Barry Ecological Sustainability Team
CAP	Civic Action Plan
CCSI	Center for Community Service Engagement
CIO	Chief Information Officer
SGA	Student Government Association
UG	Undergraduate
VP	Vice President