

God of mercy, create in us a spirit of forgiveness, so that we may begin to heal the wounds that we have borne and that we have inflicted.

We pray

R. May we become good news to all.

God of truth, create in us a spirit of justice, so that together as a people we may be open in mind and heart to answer the call to witness and to action, to be a voice for those who have none.

We pray

R. May we become good news to all.

God of all people, be born in our hearts today and every day, so that we may be a light of peace and hope to our broken world.

We pray

R. May we become good news to all.

Let us pray. Lord, bless us and keep us. Lord, make your face to shine upon us and be gracious to us. Lord, lift up the light of your countenance upon us and give us peace, now and always. Amen

Body of the President's Address

As I reflected on what I might share with you this morning, very quickly the transformative nature of our university community came to mind. Most of you recall that the word "transformation" resonated with so many of us during the last Strategic Agenda visioning process that it became a key element in Barry's vision statement - "Engaging the world through transformative Catholic higher education."

Engaging the World through Transformative Catholic Higher Education



I believe that, through our participation in the life of this great university and through the competent exercise of our responsibilities, each of us is being transformed personally and professionally. Through their interactions with one another and with us, through their participation in the life and labors of university life and their engagement in community service, our students, personally and collectively, are being transformed. Through our commitment to our mission and to excellence, we are transforming Barry University and, in turn, effectively and substantively transforming Catholic higher education and its distinctive influence and impact on the global society and the people of God.

Historically, independent institutions like Barry have been noted for successful and timely transformational initiatives. One reason for this agility is that we are not encumbered by burdensome bureaucracy. We can respond quickly and strategically to the needs of a changing society and to the changes that impact higher education

from students who bring increasingly heightened expectations for quality in amenities and service,

to ever-growing and more rigorous accountability standards for institutional effectiveness, efficiency and excellence emanating from the general public, state and federal legislators and agencies, and regional and professional accrediting bodies, and

to new competition for students not only from sister institutions, but from national universities setting up shop in our backyard and, of course, from the ubiquitous for-profit entities.

Clearly, we must exercise stalwart and strategic leadership, and at all times we must remain rooted in our mission and our identity, and claim for ourselves the transformation of our institution, lest unwanted or unhealthy changes be forced upon us by others.

Let us take a quick look at some trends that merit our attention. While the following issues are not new to many of you, they bear a glimpse.

According to the Association of Governing Boards of Colleges and Universities - the top National Public Policy issues for higher education in 2011 and 2012 fall into four broad categories: money, regulation, equity, and purposefulness (including higher education's relevance to society).

National public policy issues

- Continuing fiscal pressures
- Advancing student success
- Increased interest in the regulation of higher education
- Productivity, efficiency, and affordability
- Student-aid policy
- Increasing negative perceptions about higher education
- Greater expectations of Pre-K-20 alignment
- Evolving relationship between higher education and government
- Tax policies

Source: AGB, 2011

New student demographics and expectations are driving a need for different educational practices and services. How we think about students in terms of their developmental needs is changing. The traditional 18-22 year old student is being overshadowed by a nation of lifelong learners – “some 7.3 million of the nation’s 19 million students in the higher education market are over the age of 25.”

Closer to home we face challenges from colleges that once were strong feeder institutions for our transfer students. Twenty (20) of the 28 former Florida community colleges have taken the name “community” out of their names, since they are now offering four year degrees. Miami Dade College enrolled over 135,000 students last fall and Broward College enrolled 60,462. Miami Dade is now the largest institution of higher education in the United States.

There are now thirty (30) private, not-for-profit, SACS accredited institutions in Florida.

Institution	Main Campus Location	Enrollment fall 2010
Nova Southeastern University	Fort Lauderdale	29,000
University of Miami	Coral Gables	15,657
Keiser University	Fort Lauderdale	11,791
Barry University	Miami Shores	8,995

Source: *Florida Trends*, 2011

As you can see, last fall Barry was the fourth largest independent university.

There are also 16 other institutions operating in Florida as private, not-for-profit, but not SACS accredited. There are 18 for-profit colleges and universities offering course work and degrees in Florida. In fall 2010, the University of Phoenix was the largest with an enrollment of 21,600.

If we look at various modes of learning, during the academic year 2009-2010, which is the latest information we have, Florida’s public universities offered 23, 356 distance education courses, 9,131 were identified as hybrid/blended courses.

We have offered distance-learning courses for many years, particularly for graduate students and adult learners. In 2001, the Physician Assistant program received a \$440,000 grant from the Department of Health and Human Services that included initiatives to provide enhanced online learning opportunities for PA students. When we expanded the PA program to the campus of St. Petersburg College in 2005, we began to offer the didactic lectures for all PA students in a synchronous format between our Miami Shores campus and St. Petersburg College. Just this semester, the program expanded again and we are offering didactic courses in synchronous fashion with students here, in St. Petersburg and now in St. Croix.

In addition to the PA program, we have other graduate programs that offer courses in a distance learning format including

College of Health Sciences:

- Master of Science in Anesthesiology
- Doctor of Nursing Practice (DNP)

School of Adult and Continuing Education:

- Master of Arts in Administration
- Master of Public Administration

ACE is also in the process of developing selected undergraduate courses that will be delivered in an online format.

Another trend that affects pedagogy and contributes to institutional distinctiveness is an increasing emphasis on undergraduate research. I am pleased to report that Barry's support of undergraduate research continues to gain momentum, as you will hear when I share information from the College of Arts and Sciences.

These realities, and many more, impel us to identify strategies, programs and services that will ensure Barry's long-term ability to thrive, while remaining faithful to our Catholic identity, Dominican heritage, the University's mission and core commitments

As we embark on this new academic year, preparing to welcome what may be Barry's largest undergraduate class in our 71-year history, I am excited to share with you a smattering of developments, achievements and improvements. In reflecting on these various transformations, I was keenly aware of the vast amount of collaboration within the Barry community.

From increasingly more transparent and collaborative governance systems at all levels to committees and numerous university-wide initiatives, collaboration is, in my estimation, the underpinning of much of our recent success.

The feedback I receive from you leads me to believe that, the predominant "silo mentality" within the organization when I arrived in 2004, has been transformed into greater emphasis on behaviors and actions that are intentionally more collaborative, transparent and mission driven.

I have structured the first part of my address around our students and the various efforts to enhance their university experience from every sector of the university. I will then provide a brief overview of the university's financial health. I will conclude my remarks by sharing the new goals for the 2011-2016 Strategic Agenda.

So we begin with our students, especially the very special cohort of new students who will join us this week.

As of today, this year's entering class represents 42 US states, territories, and 35 countries; six of the seven continents. It appears that we struggle with recruitment efforts in Antarctica – not sure why. They would love South Florida! The students' countries of origin include Australia and Austria, Bermuda and Brazil, India and Italy, New Zealand and Norway, Saudi Arabia and Serbia, the United Arab Emirates and the United Kingdom, just to name a few.

We anticipate that more than half of the entering class of first time freshmen will be from beyond Florida. The top feeder states outside of Florida include New York, New Jersey, Maryland, Texas, and Pennsylvania.

Of course, this is welcome news as we prepare for an increased residential student community with the addition of a new residence hall next fall. As of this morning, our current demand for housing exceeds our capacity, which is a challenge, but one we embrace. We shall have to house a large number of students at a nearby hotel. If you have room and want to offer housing to a student or students, please contact the Office of Housing and Residential Life.

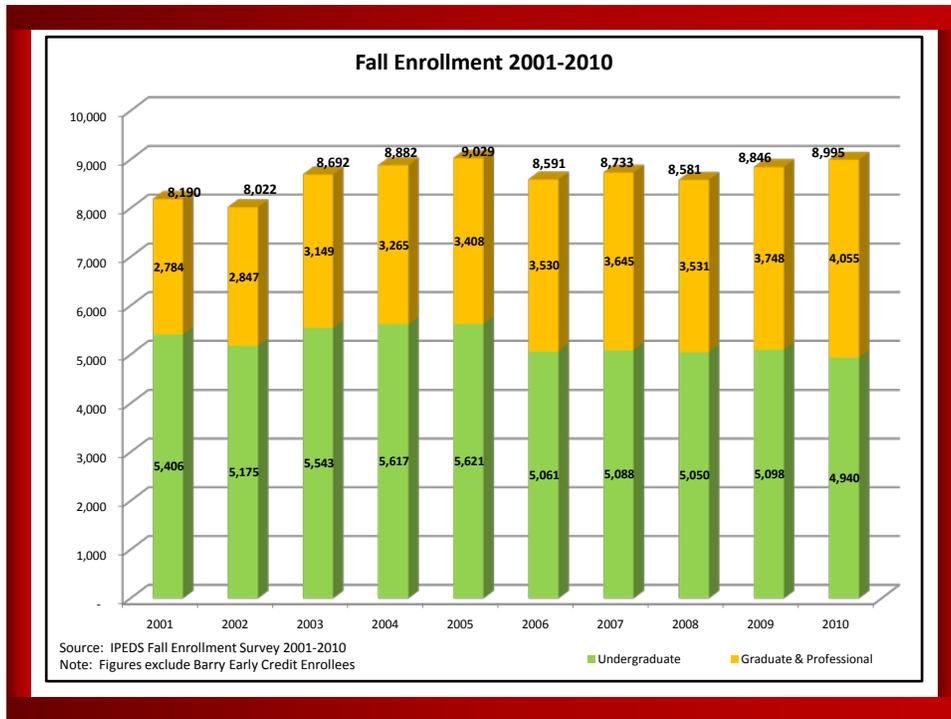
You know that the next few days are critically important as we finalize fall registrations for undergraduate and graduate students. Our colleagues in the offices of Admissions and Financial Aid, in collaboration with all university divisions, have worked exhaustively throughout the year and their efforts have led to a significant increase in freshmen applications and an 11% increase in freshmen enrollment deposits.

Another indicator of enrollment success and your efforts is it appears that over 74% of students who were eligible to return to Barry this fall have already registered.

The Provost and the vice presidents join me in thanking all of you for your role in recruiting, advising, enrolling, educating, supporting, and retaining our students. Our students are the reason we do what we do everyday - they make it possible for us to work in a profession or a job that we enjoy.

Given the extremely harsh reality of unemployment that members of our families and our friends are facing, we are very fortunate to be working – earning a salary with benefits. Students are the reason we have jobs today.

Despite the turmoil of the last few years, please look at an overview of the last ten years of enrollment data, from our Department of Institutional Research.



Our overall enrollment has been relatively stable over the last ten years and is about where we want it to be strategically. This report excludes the high school students who were enrolled in Barry courses through the BEC Program (Barry Early Credit) that we terminated in 2006. There has been an increase in graduate students (the upper half) related to, among other factors, the Law School enrollment, and other graduate programs. The discontinuation of some degree programs has affected the undergraduate enrollment.

It is notable that, even though enrollment has remained stable, our financial situation keeps improving. I attribute this to excellent fiscal stewardship led by Bruce Edwards and supported by all University budget managers and administrators, and a more transparent and participative budgeting process that enables the Deans, vice presidents and other key administrators to weigh in on budget construction.

Many collaborative efforts support our expanded recruiting strategies. For example, the Web Marketing team has been working with various offices and departments to enhance the content on the www.barry.edu site. The recently launched official Facebook page for Barry University has generated all types of student interest in our degree programs, and our Admissions team has been systematically replying to questions posed by future students through this venue.



This new feature enables prospective students to access their admissions information from their own Facebook accounts, and adds a prominent link on their Facebook homepage. This provides them with easy access to complete their applications, pay enrollment deposits, and register for Orientation. During the month of June 2011, Barry’s Facebook site had over 38,000 active users and posts were viewed over 118, 000 times.

Many offices and departments are working together to promote university events and highlight life at Barry University to prospective students. The Office of Marketing and Publications recently completed a “Guide to Campus Life,” a 28-page, full-color publication for prospective undergraduate students.

Let us now turn our attention to the academic life of the University.

It is worth noting that as an academic enterprise, one of the more challenging types of assessment in which we engage is the disciplined and honest self-reflection related to program reviews and accreditations. Because of the quality of our degree programs and the rigorous work of the deans and faculty, please know that our accreditation reviews continue to be excellent. Twelve programs, plus specializations and endorsements, were reaccredited or approved last year.

Moreover, speaking of assessment, we have already begun to develop the processes that will engage us for the development of the re-accreditation report we must submit to the Southern Association of Colleges and Schools in the fall of 2013 in preparation for the site team visit in spring 2014.

For the next few minutes, I am going to highlight one or two initiatives or developments from each of the University's two colleges and seven schools.

The College of Arts and Sciences faculty continue to foster increased opportunities for students to conduct research and to present results. Venues for research presentation include the Psychology Research Forum, the STEM Research Symposium, and the mini-Conference on the common reader. Undergraduates also present their original work at local, regional and national conferences and meetings. The College received \$1,166,400 for a Department of Energy grant entitled "Enhancing A Student-Centered Approach to Science Education and Research Project." These funds will support the updating of research lab space, construction of a new stockroom and the construction of a new student resource/computer space. The improvements will be in the Wiegand and the Natural and Health Sciences buildings.

The level of research productivity from the College of Health Sciences is commendable as well, providing encouragement and support for faculty research through the "Center for Interdisciplinary Scholarship." Faculties from the School of Podiatric Medicine, the School of Human Performance and Leisure Sciences and the School of Social Work have begun to participate, making the Center truly interdisciplinary.

Last year we received a \$1.97 M grant from DARPA, which stands for the Defense Advanced Research Projects Agency within the US Department of Defense that represented collaboration between the College of Health Sciences and the School of Podiatric Medicine. The Department of Defense approved the grant submission for a research project on wound healing. This represents the largest research award in Barry's history.

As mentioned earlier, the conversion of Florida's community colleges into colleges offering baccalaureate degrees has increased competition for our School of Adult and Continuing Education. To date, the newly designated state colleges are offering a variety of four-year degrees in the content areas of education, nursing, and business, but the expectation is that the four-year degree offerings will continue to increase. In response to these and other challenges, ACE is implementing a pilot plan focusing on recruitment strategies in two regions in Florida. Distance education format courses are being developed to support online learning and a 5-week online mini-term between spring and summer was piloted. Even though this was a pilot and promotion was very limited, there were 61 new enrollments.

The School of Business continues to cultivate international contacts and is encouraging students to take advantage of educational opportunities in other countries. Through our undergraduate exchange agreements, students may study abroad at one of our partner institutions and are exposed and immersed in other cultures. Furthermore, our graduate double degree programs allow MBA students to not only study abroad, but also to earn a second Master's degree at the host university. Recent academic agreements were signed with universities in France, Spain and Columbia.

From the Adrian Dominican School of Education, I am happy to report that graduate enrollment continues to increase despite an expected decrease in the K-12 Teachers Alliance cohorts. The Master's and Specialist degree enrollments are 15% higher than last year. ADSOE's Counseling, reading and literacy department was awarded a \$190,000 grant from the Florida Department of

Education (combined state and federal funds). Funding provided mentoring, individual and group counseling, tutoring and leadership development services to 150 middle and high school students in grades six through twelve. Barry and the Non-violence Project were the only organizations in South Florida to receive this grant.

Under the leadership of our School of Human Performance and Leisure Sciences, Barry athletic teams continue to maintain their excellence both on and off the field and finished the academic year with a cumulative team grade point average of 3.348. Following the 2011 spring term, 67.8% of our student-athletes held a cumulative grade point average of 3.0 or higher.

Our women's tennis team and their coaches deserve special recognition as they bring yet another national Division II championship home to Barry. We shall celebrate their victory this fall. The men's tennis team was runner up in their championship series. All of our student athletes performed extremely well academically and contributed to the top academic honors won by the Sunshine State Conference among NCAA Division II conferences.

The Dwayne O. Andreas School of Law had a successful year with full approval of the Law School programs by the American Bar Association following the mandatory sabbatical visit, five years after initial accreditation. Clinical offerings at the Law school have been reorganized into several clinics, for example, the Advanced Earth Advocacy Clinic and the Advanced Immigration Clinic. The Bar passage rate on the February 2011 Florida Bar Exam was 72%, an improvement over the February 2010 pass rate of 64.3%. For the second time in two years, a Barry graduate scored the highest single score on the exam on a single essay question – 95 out of a possible 100 points.

Applications and verified admissions for the School of Podiatric Medicine are ahead of last year. The quality of accepted students, based on the Medical College Admissions Test, has also increased with 20 students having MCAT scores in the 20s compared to only 7 last year. The opening of the "Brand Research Center" and the funding of the DARPA grant will increase opportunities for both faculty and podiatric students to become engaged in scholarly activities and bring additional recognition to Barry's medical school - the only accredited podiatric school in a Catholic university and only one of two housed within a US university. The Physician Assistance program continues to prosper and, as I mentioned earlier, has already begun teaching students in the US Virgin Islands.

The School of Social Work has been actively exploring locations in which to offer the MSW program, including Ft. Myers and the Bahamas. The Social Work faculty has made significant progress in curriculum revisions necessary to align the program content with the new competency standards issued by the Council on Social Work Education (CSWE). This is a complex undertaking that the faculty has taken on with expertise and enthusiasm.

I know you join me in expressing gratitude and appreciation to the University's chief academic officer, Provost Dr. Linda Peterson, and to the nine academic deans and the faculty for their superb leadership in promoting and ensuring academic excellence so that the quality and rigor that characterize a Barry education will perdure.

Meeting the expectations of today's students for appropriate assistance and support brings us to the ever-present need for increased technology and library resources. Significant upgrades were

completed in many of the instructional computing facilities on the Miami Shores campus. Forty-three (43) rooms were converted or retrofitted with new multimedia components, twenty-seven (27) rooms now have the latest in projector technology with the installation of new wall mounted interactive Epson projectors. These new intelligent projectors remove the need for electronic Smart Boards and allow us to use electronic pens with standard whiteboards. Currently, we have 105 classrooms, conference rooms and computer classrooms equipped with multimedia capability on the Miami Shores campus.

During the past year, the Monsignor William Barry Memorial Library and the Law Library have worked together to dramatically enhance online information resources available to all Barry faculty and students, regardless of location. We also upgraded Library furnishings with additional student seating, couches, study carrels, and collection shelving.

Other improvements spring from our colleagues in the Facilities Management Department and the Student Affairs Division in their collaborative efforts to create and re-create student-centered spaces that enhance our students' living and learning experiences. This fall many program, service and facility enhancements and renovations await our students.

I begin with Public Safety and Campus Security. Throughout last year, we made numerous enhancements in campus safety and security. A number of Barry personnel successfully completed the requirements of a program that focuses on Campus Emergency Management through a Higher Education Consortium grant awarded to us, St. Thomas University and Florida Memorial University. A professional Hazard Vulnerability Assessment of the Miami Shores campus was completed, as well as a Comprehensive Emergency Management Plan.

If you walk around campus, you will also notice that many projects took place within our existing residence halls. We replaced the jalousie windows in Dalton and Dunspaugh Halls and made extensive renovations to Weber Hall, including replacement of jalousie windows and the roof, installation of a new HVAC system, and repainting the building.



We also attended to landscaping and lighting, as well as upgrades that include flooring, air conditioning, and bathroom remodeling in some of our other residence halls. Improvements to student spaces include new furniture in the Union, new TV monitors across campus, new entrances for the DePorres Center and Commuter Student Lounge, and the expansion of the Landon surveillance camera systems. I am sure our students will enjoy these enhancements and renovations.



Beautification and renovation initiatives have been an administrative priority for the last seven years. To refresh memories, in the last three years, the Board of Trustees has approved two large pools of money, one for \$4 M and another for \$3.2 M, to enable us to address much needed infrastructure and facilities' needs. In addition to the projects I just mentioned, there are many other projects that have been completed or are still in progress as you see from the accompanying photos.

Roof replacements for Garner, Adrian, Wiegand & Wiegand Annex, Natural and Health Sciences, Broad Auditorium, and the 190 NW 111th Street home

Replacement of the gym floor and the addition of new bleachers

Landscaping has been added or upgraded:





The Facilities Management team of administrators and staff deserve our gratitude and commendation for their perseverance, hard work and resilience in the midst of a rather demanding year that included necessary restructuring of the workforce and a number of unexpected and challenging deferred maintenance issues.

While you can see the renovations to a number of our buildings on this campus, projects do not always go as smoothly as we anticipate. Unfortunately, the work being done in Wiegand is one such example. I sincerely apologize for the disruption, and I thank the Deans, faculty and staff for working so effectively.

Sometimes positive intentions are met with unforeseen consequences. Last year, lab renovations triggered a review by the Fire Marshall resulting in a requirement to update the building's fire alarm system. Of course, all of our buildings were built to proper codes at the time of their construction, but when you perform renovations to older buildings, updates to new codes are required. In this case, a more robust fire alarm system based on current technology is certainly an improvement we were pleased to undertake. However, as we looked at the proposed work with contractors and technical experts, other issues related to the age of the building emerged. It became clear that we needed to undertake a project to abate asbestos building-wide prior to installing the new fire alarm system.

Admittedly, the timing of this determination and the timing of the commencement of work were unfortunate. However, contractors are working diligently to get the building back up and running, as soon as possible. When the building is reopened, the new fire alarm system will be operational and the asbestos will have been abated as certified by an industrial hygienist following a room-by-room survey, consistent with Environmental Protection Agency (EPA) and Occupational Safety & Health Administration (OSHA) guidelines.

In fact, we have committed approximately \$2 M to improve the comfort and safety of the faculty, staff, and students who work and study in Wiegand and the aesthetics of their offices and other spaces. While inspections and certifications by the Village of Miami Shores and Miami-Dade County will ultimately determine the timing of reopening Wiegand, we remain hopeful that this will be no later than mid to late October.

Again, thank you, for your patience, cooperation, and dedication to serving our students during the temporary closure of Wiegand.

Speaking of facilities, one of the greatest accomplishments last year was the completion of the University's Master Site plan that will now serve as a road map for future campus development and help us with the prioritization of new construction to address space needs and support the completion of new strategic initiatives.

The first major project stemming from the new University Master Site plan is our newest residence hall that I am pleased to report is on track for occupancy in August 2012.



Barry University Residence Hall
Moss Project No: 2010023
View: SE Date: 06/27/2011 Time: 10:15am



New 247-bed Residence Hall



Many members of the University community invested significant time and effort to fast track the construction of the new 247 bed residence hall. The vice presidents and I have carefully balanced quality/cost trade-offs and incorporated appropriate modern amenities into the hall to yield a “cornerstone” building that we can be proud of and that will positively influence student recruitment and retention.

From the Shores, we head up the Turnpike to view the new Law School facility.

Legal Advocacy Center- Dwayne O. Andreas School of Law



This project has have been effectively managed and, amazingly, the core project remained on budget. The new facility with state of the art courtrooms, offices and meeting spaces will be a significant enhancement for our law students, faculty, and staff while providing a major marketing tool for the Law School and addressing capacity concerns noted by the American Bar Association.

You can see that much of what I have shared with you so far witnesses to the numerous ways that we are systematically improving the living learning experience for our students through academic program and space enhancements.

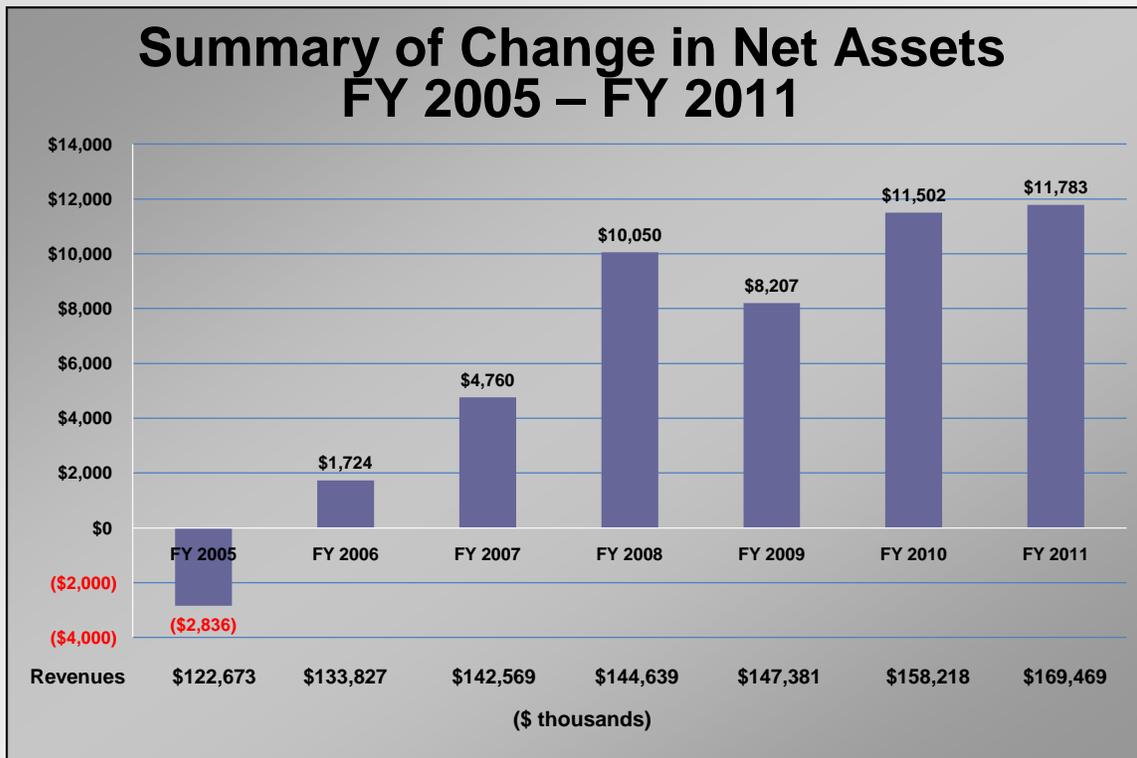
Thank you for the thoughtfulness and rigor you manifest in examining processes and procedures with the goal of improving what you do and how you do it, so that students and all of us are served more effectively and more efficiently.

And now to financial information:

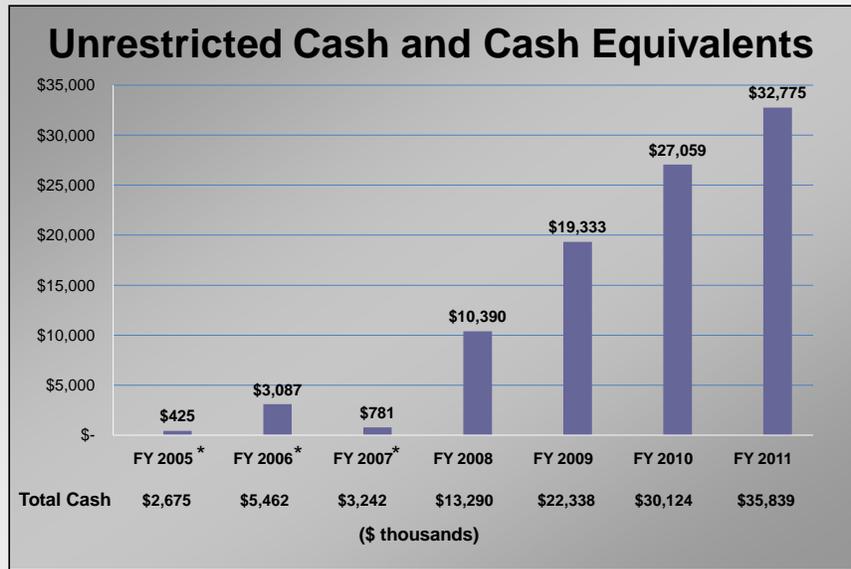
Fiscal Year 2010-2011 represented another year of excellent financial results, building on the successes from the past several years. I am sure many of you are aware of the downgrade of United States' debt by the rating agency, Standard & Poor's. In the midst of ongoing national and worldwide economic uncertainty, Barry's debt rating was actually upgraded by both of the rating agencies that follow Barry, namely, Standard & Poor's and Fitch. Not only does the upgrade help to lower our borrowing costs, but also it brings public recognition to our efforts to build a sustainable future. Thank you, again, for your continuous efforts to recruit and retain students and to control costs within each of your areas.

Please keep in mind that the financial results I share with you today are preliminary, unaudited figures, and could change before the conclusion of the official audit in November, though I doubt there will be significant changes.

I am pleased to report that the University realized a positive change in net assets of \$11.7 M. Several key items contributed to this commendable result. First, as you have been following the volatility in the stock market, most of the declines occurred after June 30, 2011 – the end of our fiscal year. During the 2010-2011 fiscal year, we actually saw the market perform very well and, as a result, our endowment benefited. In fact, gains on our endowment contributed about \$2.3 million to the bottom-line.



Revenues, driven primarily by graduate student enrollment, exceeded budget by \$2.8 M. Cost savings versus budget largely contributed to the remainder of the surplus. We did not tap in to the \$2.5 M contingency budget and had lower than budgeted expenditures on several expense items including salaries and benefits for unfilled positions, supplies, and insurance.



*Cash balance includes borrowing from unrestricted endowment.



Such a strong performance translated into an improved balance sheet for the University. Our unrestricted cash balance grew by \$5.7 M, from \$27 M to \$32.7 M. The University has certainly come a long way in a short period, having had to borrow funds to make it through the summer only five years ago. Moreover, while these numbers may appear astronomical compared to our personal or family household finances, this kind of financial performance is essential for our financial sustainability and vitality.

If you have been a part of this community for a while, you know that the University had been actively seeking a suitable acquirer for WXEL - the Boynton Beach based public television and radio station that Barry owns. During this past year, the University obtained all regulatory approvals necessary to finalize the sale of WXEL-FM to Classical South Florida. That transaction returned \$3.5 M in cash to the University, thus also contributing to the growth of our cash balance. We remain focused on completing a sale of WXEL-TV.

One of the benefits of recurring surpluses and growing cash balances is the ability to reinvest those resources in the University.

Of course, we intend primarily to invest in you - our dedicated faculty, staff and administrators - through continued implementation of the five-year Compensation Plan. We expect to remain on track with Year Two of the Plan and recommend salary adjustments to the Board at their October 29 Board meeting for implementation in November. As already noted, we are also investing in technology, through upgrades and improvements and in our facilities with noticeable enhancements to buildings and various spaces. Such reinvestment is vital to ensuring Barry's success for the future.

I hope you will agree that our growing cash balance, continuing surpluses, and our rating upgrades are all wonderful news. Thank you for your contributions towards these successes and

let us remain focused on recruitment and retention of students, and on cost control and cost savings measures to ensure continuous financial vitality.

I want to share just a few cost containment measures and purchasing initiatives that were implemented last year that have already begun to realize significant cost savings and/or cost avoidance this year. You will see some highlights on the slide that follows.

Cost Containment & Purchasing Initiatives

- American Express purchasing card has yielded in excess of \$90,000 of rebates.
- The office supply master agreement with Best Office Supplies has saved an estimated \$18,500 annually and generated a rebate of \$3,000 this year.
- Crystal Water's new master agreement is expected to save over \$11,000 annually.

Cost Containment & Purchasing Initiatives

- The execution of leases (rather than buying) for desktop computers, servers, and other IT equipment has accelerated our investment in our IT infrastructure.
- A formal bidding process for two 25 passenger buses (the Shuttle Bucs) yielded a final price that was \$19,980 less than the highest bid obtained.
- A new lease for golf carts allowed for the replacement of aging golf carts, a new warranty and upgrade across the campus.

Clearly, there are many more cost containment measures in place, and for this, I am grateful. I encourage everyone to explore and share ideas that can help us conserve energy, time, and physical and monetary resources.

In addition to tuition revenue, another essential source of funds is gifts and grants. I am deeply grateful to the members of the University community who are expending time, energy and creativity in writing grant proposals. The Office of Grant Programs broke new ground in increased support, despite the demise of congressionally funded grants, otherwise known as earmarks.

Grants Office

- The number of new applications increased by 85% from FY 2010 to FY 2011.
- In FY 2011, 89 applications were submitted, totaling \$12,221,637 in requested funding.
- The University was awarded 58 new grants totaling \$7,256,729 in FY 2011.
- In FY 2011, there was more than a 70% increase in the *number* of awards from FY 2010 and about a 50% increase in the *total dollars* awarded during FY 2010.

We received the largest research grant appropriation (\$1.9 million from the US Dept. of Defense), the largest competitive grant award (\$1.2 million from the Health Resources & Services Administration), and Barry's largest-ever National Science Foundation grant award (\$225,000).

In the midst of a very challenging global economy, contributions to the Annual Fund were less than fiscal year 2009-2010 but we increased the number of donors:

- The number of alumni donors increased by 24% (from 1,316 to 1,627)
- The number of Faculty and Staff donors increased by 21% (from 262 to 318)

Although we experienced an increase in the number of donors, we are not ahead in “cash-in.” We attribute this to the on-going financial challenges folks are facing in this economy.

The search process for a Vice President for Institutional Advancement is underway along with a thorough assessment and analysis of the University’s Institutional Advancement Division. The Miami team of the national firm, KornFerry, which brought Bruce Edwards and Scott Smith to our attention is heading up the search process.

A team from the nationally reputable firm of Pursuant Ketchum is conducting the audit of the IA Division. The audit includes a review and an evaluation of all systems, programs, activities, services, plans, procedures, communication pieces, individual accountability metrics and goals, position descriptions, pertinent records and processes. The outcome will be a comprehensive report with specific recommendations that will enable me and the Board of Trustees to maximize Barry’s fundraising potential.

I am grateful to the members of the Advancement division for continuity of performance and responsiveness during this interim time.

Even though I announced the creation of a new division in the spring, I want to tell you a little about the focus of the Division of Business Development and Operations, under the leadership of Dr. Michael Griffin, who just completed twelve years as Vice President for Student Affairs. His “operations” responsibilities include Campus Dining Services, the Bookstore, Public Safety, Campus Emergency Management, Space Allocation and acquisitions, Leasing and/or University Property Administration, the University’s fleet of vehicles, the ELS Language Center, the Student Union and Thompson Hall. Additionally, Dr. Griffin will focus on the creation of potential business development relationships and/or partnerships, including relationships with various local municipalities.

In view of our desire to integrate the mission and core commitments more effectively throughout the University, I am pleased to share with you a decision I made to organize a number of offices, departments and services under the aegis of a new university division – the Division of Mission and Institutional Effectiveness. I am even happier that Dr. Christopher Starratt (Kit) enthusiastically agreed to assume new responsibilities and serve the University as the Vice President for Mission and Institutional Effectiveness.

At this point, the Division will include the offices of the Registrar, Institutional Research, Enrollment Services, the Office of Mission and Institutional Effectiveness, including the Coordinator of Mission Effectiveness at the Law School, the QIP Department, and perhaps one or two other entities. Dr. Starratt will collaborate with Dr. Peterson in overseeing the implementation of the new Agenda and in preparing us for the SACS visit. Essentially, our

colleagues in this new division will coordinate and support our efforts to achieve the key goals outlined in the new Strategic Agenda.

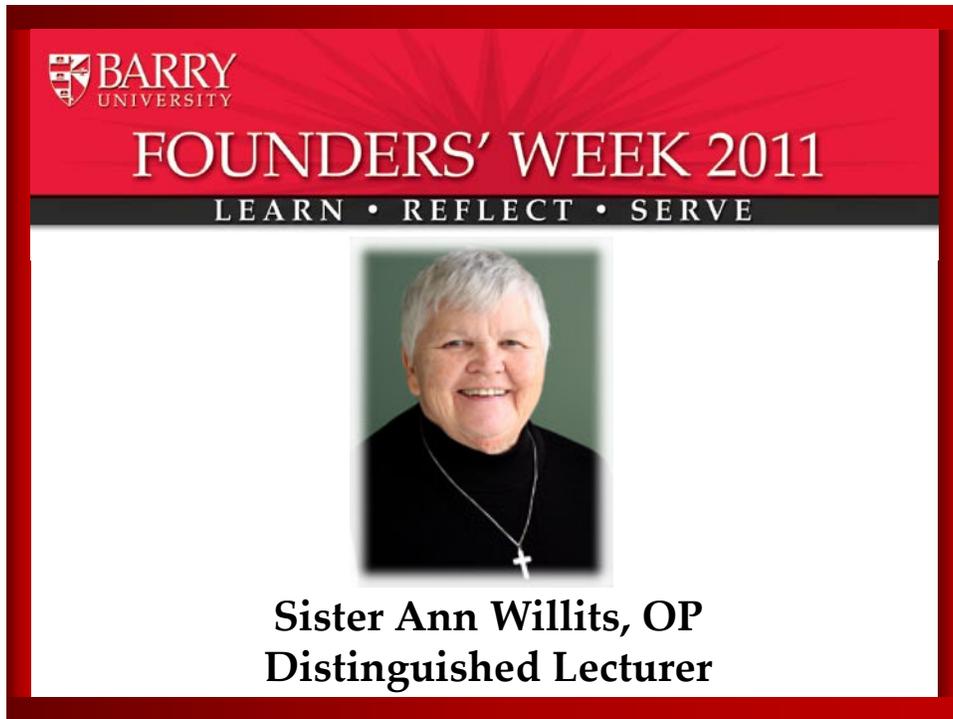
Dr. Starratt has reported to another Linda for 18 years, so only the last name is changing. I am sure they will continue to be excellent colleagues and collaborators. I am also sure that, along with his active engagement in the religious and spiritual life of our university for the last 18 years, Kit will share with us his personal commitment to Catholic higher education and our Dominican heritage, especially since he was educated by our Adrian Dominican Sisters from first grade through high school.

In keeping with our pledge to incorporate additional expressions of our Catholic identity and Dominican heritage on the campus, last November we unveiled a beautiful statue located between the Library and Garner called “Mary, Bearer of Good News,” which honors the Adrian Dominican Sisters.



Shortly, we shall unveil a statue of Saint Dominic that will be located adjacent to Cor Jesus Chapel that will honor the Dominican friars who have ministered here since Barry College’s founding in 1940.

Planning for Founders’ Week 2011, a major celebration of our mission and identity, is underway. For the fourth annual Founders’ Week Distinguished lecture, we shall welcome Sister Ann Willits, OP who is a member of the Dominican Sisters from Sinsinawa, Wisconsin. An author, poet, and expert storyteller, Sister Ann incorporates many gifts into her ministry of full-time preaching.



Over the last few years, we have increased opportunities for students, faculty and staff to learn more about our Catholic identity and Dominican heritage through participating in a variety of professional and personally meaningful experiences, including conferences at the Motherhouse in Adrian.

In March 2012, I will host another group of faculty and staff to our Motherhouse for the Sponsorship Conference. I will ask some members of the University community to attend by virtue of their position, but I now invite anyone who wants to attend this Conference to send me an email indicating how your participation in this experience will enhance your ability to live our mission more effectively. From all who respond, I shall randomly choose a few attendees. The University covers transportation costs and the Adrian Dominican Sisters provide us with housing and meals at the Motherhouse.

Related to mission effectiveness are many sustainability efforts. In the interest of time, I will cite only two of the significant ways that we are showing respect and care for Earth's resources. First, I commend the members of B.E.S.T. (Barry's Ecological Sustainability Team), the Facilities Management team, Students Affairs, and the Quality Improvement Program for their dedication to this critical initiative through programs, such as the Eco-Depot office supply swap fest, the Earth Day Celebration, the tray-less Dining Room initiative in partnership with Sodexo Food Services and university-wide recycling efforts.

I am very excited about the Community Garden Project that we will implement as a pilot program this fall in preparation for the larger effort that is outlined in the University's Master Site Plan.

Eco Depot



And as you can see from the next slide, DoIT's leadership and staff continue to introduce sustainability efforts throughout the University.

DoIT Sustainability Efforts

- Standard configuration for all new laptop and desktop computers to support power consumption throttling
- Centrally managed lab and classroom computers are now configured to go into a low power "sleep" mode after 30 minutes
- Software installed in all centrally managed labs and classrooms gives users the option to print to PDF instead of printing on paper
- Projectors are configured to initiate sleep mode after 30 minutes of inactivity

As I wrap up this section, I offer my personal appreciation and gratitude to the members of the faculty, staff and administration throughout the University who take the time to participate in the

University's various internal governance structures – school and college committees, the Senate, the Administrative Staff Council, and all other councils, task forces, and think tanks. You encourage and energize me with your creativity, selflessness, and commitment and, for that, I am grateful.

I hope my remarks have given you a flavor of the many morsels of creativity and action that make our University so vibrant. I regret that there was dozens of other examples that I could have mentioned.

Finally, let us turn our attention to the immediate year before us.

Before I share the new goals that will constitute the “Strategic Agenda” for 2011-2016, I would like to highlight briefly the progress we made in the 2006-2011 “Strategic Agenda,” especially for the benefit of our new faculty and staff.

The implementation of the 2006-2011 Strategic Agenda led to many notable changes within the University.

Strategic Accomplishments 2006-2011

- Rearticulated University mission statement
- Restructured the Division of Academic Affairs from 10 schools to 2 colleges and 7 schools
- Completed and implemented compensation study
- Developed University master site plan
- Allocated \$ 7.2 million dollars toward capital improvements and campus beautification

Strategic Accomplishments 2006-2011

- Established Common Reader
- Created Glenn Hubert Learning Center
- Developed transparent and participative budgeting process
- Established Founders' Week Distinguished Lecture
- Defined and implemented new academic program review process
- Enhanced staff participation in University governance, planning and decision making
- Increased number of undergraduate students living on campus

The 2006-2011 Agenda consisted of 6 initiatives, 39 strategies, and 316 action items.

Over the five years, we revised the Agenda as the outcomes associated with implementation were reviewed, and as internal and external opportunities and threats changed and evolved.

We addressed thirty-four of the strategies or approximately 90%. Some actions remain in the early stages of implementation, such as the creation of the Center for Community Service Initiatives. Some actions are well established and fully woven into the fabric of University life, such as the academic program review process and the Standing Committee on Business Process Redesign. A few have been strategically set aside or postponed.

I am very grateful to you - the faculty, staff and administrators at all of our locations - who brought this Agenda to life. I hope you are satisfied and gratified with the enormity of the work we have accomplished, especially during some of the most challenging times to face our nation and higher education.

I especially want to recognize the outgoing University Advisory Council for their oversight of this process over the last five years.

**Strategic Agenda 2006-2011
University Advisory Council**

David B. Alexander	William J. Heffernan	Dr. Terry Piper
Dr. Pegge L Bell	Herta Holly	Maria Rodriguez
Sister Linda Bevilacqua	Dr. Deborah L. Jones	Patricia Rosello
Jennifer Boyd-Pugh	Dr. Stephen Koncsol	Dr. Daniel Rosenberg
Michael Chin	Dr. David Kopp	Daniel R. Saunders
Dr. Patricia Cook	Dr. Patricia LaBahn	Dr. Jack Scarborough
Dr. Linda K. Cummins	Michael Laderman	Dr. Alex Schlich
Timothy Czerniec	Edward Londono	Dr. Michael Siegel
Roxanne Davies	Duane Mallory	Michel Sily
Roodelyne Davilmar	Marcia Nance	Dr. Carl-Rae Sodano
Dr. Jill Farrell	Maura O'Shea-Owens	Dr. Christopher Starratt
Dr. Victoria Giordano	Dr. Kathleen Papes	Dr. Michael Tyler
Gregory Greene	Ann E. Paton	John Walker
Dr. Michael Griffin	Dr. Linda Peterson	

They fulfilled their responsibilities admirably, performing a critically important function for all of us. At the end of their time together, they identified actions that were not completed in the prior Agenda that need to carry over to the new Agenda – a necessary connection.

Now let's move to the new 2011-2016 Strategic Agenda. First, the people and the process.

The members of the Strategic Planning Steering Committee under the leadership of our Provost, Dr. Linda Peterson, and then Vice Provost, Dr. Kit Starratt

Strategic Agenda 2011-2016 Steering Committee

Dr. Albert Armstrong	Dr. Jeff Jensen	Dr. Steve Morrell
Jennifer Boyd-Pugh	Dr. Frederick Jonassen	Dr. Linda Peterson
Deborah Davis	Sun Kang	Elizabeth Reed
Dr. Lilia DiBello	Dr. Kathy Ludwig	Donna Rice
Nicole Diez	Patrick Lynch	Dr. Phyllis Scott
Sister Sara Fairbanks	Troy Marshall	Dr. Shirley Sheng
Dr. Tony Fernandez	Dr. Nancy Masztal	Dr. Christopher Starratt
Dr. Susan Gray	Dr. Jean McAtavey	Mickie Voutsinas
Dr. Gary Grizzle	Tom Messner	Dr. Carol Warner
Dr. Christopher Hengartner	Greta Moncayo	Paul Wenning
Brenda Hernandez	John Moriarty	Dr. Joanne Whelley

met weekly throughout the spring semester; solicited feedback from all university constituents; developed a SWOT analysis (the University's strengths, weaknesses or areas for improvement, opportunities and threats), conducted focus groups within each University division. The SWOT results and vision statements were organized into thematic units. Almost 2,000 code able comments were identified and organized into 15 broad categories.

They then created the 2011-2016 Strategic Agenda with three goals. Following review and approval by the ECA, I presented the goals to the Board of Trustees at their meeting on June 4. Following their approval, a smaller group of administrators, faculty and staff spent the summer developing an operational plan based on the goals. The writing team submitted their work to me and very soon, the ECA and I will review the content. Following approval, Dr. Starratt and his colleagues will host informational gatherings for the University community.

Strategic Agenda 2011-2016 Writing Committee

Jennifer Boyd Pugh
Nicole Diez
Dr. Kathy Ludwig
Dr. Nancy Maszta
Tom Messner
Greta Moncayo
John Moriarty
Dr. Linda Peterson
Angela Scott
Dr. Phyllis Scott
Dr. Christopher Starratt

I am pleased to present the work of our colleagues – the goals for the 2011-2016 Strategic Agenda:

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:

become the most widely recognized Catholic university in the south

provide students, faculty and staff with the human, financial, physical, technological, and other learning resources characteristic of a first-choice university

identify, model, and promote best practices in higher education that create an effective and sustainable multicultural and diverse living and learning environment.

As with the last Strategic Agenda, we will utilize this document to guide all aspects of our decision-making, helping us to secure greater institutional vitality and deeper financial sustainability - always against the backdrop of our mission and core commitments.

So we have closed the door on last year, a very successful one, and on the Strategic Agenda that guided us for the last five years.

We are now crossing the threshold to a new beginning, to new life, one that will certainly present new challenges and new opportunities for personal professional growth and personal transformation. A new time that will call forth the sharing of our unique talents. New students and new colleagues will journey with us and share their expertise and creativity on behalf of this great enterprise.

I am very aware of my own transformational journey for the last seven years. I am deeply grateful for your support, encouragement and prayers that sustain me in my ministry of leadership on your behalf, on behalf of the University's mission and on behalf of my beloved religious family, the Adrian Dominican Sisters.

As we begin this new year, let us affirm our belief in the unique power of beginnings -

beginnings that inspire and give birth to new life,

beginnings that create excitement and energy,

beginnings that offer our students and one another hope and encouragement for a new day.

Let us begin this new year with profoundly grateful hearts for the work that awaits us each day.

Let us begin this new year in awe for the sacred privilege to re-create the world through study, reflection and service, so that through our lives and our work more of God's abundant love, justice and peace will reign.

And let us begin this year in humility as we stand before the Holy One, asking for courage, strength, patience and wisdom.

May the God our personal and communal journeys abide with us all the days of this new year.

Amen. So be it.