

*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:*

**BARRY UNIVERSITY STRATEGIC AGENDA 2011-2016: OPERATIONAL PLAN**

**GOAL I: Become the most widely recognized Catholic university in the south**

**Objective 1: Provide opportunities for growth in understanding and articulation of Barry University's Catholic identity**

*Outcome 1: Articulation of our existing identity within the Catholic Dominican tradition*

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	Establish framework for University discussion of infusion of the mission	Framework established	9/15/11 (planning meeting)	10/15/11	ECA
I.1.1.2	Conduct University wide group discussions using <i>Mission Statements and Core Commitments: A Commentary</i> .	Forums held with documentation of discussion	11/1/11	11/30/11	ECA
I.1.1.3	Infuse the mission in all faculty staff and student orientation meetings	Orientation revised	3/1/12	5/30/16	HR, ME, SA
I.1.1.4	Create ongoing opportunities for the development of a deeper understanding of the University mission and identity	At least 3 mission and/or identity related workshops/programs created per year	9/1/12	5/30/16	VPMIE

Budget Implications: Part of routine operational budget.

**Objective 2: Promote Barry's identity as a Catholic institution of higher education to the community at large**

*Outcome 1 : Increased knowledge about Catholic Dominican history and tradition*

Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
I.2.1.1	Encourage faculty to incorporate the Founders' Week lectures into class activities	Increased attendance at the lecture	8/15/11	12/30/14	Provost & Deans
I.2.1.2	Expand campus ministry/mission effectiveness activities and events to include more about Dominican history and tradition	At least one additional activity which	8/15/11	5/15/16	Campus Ministry,

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		involves Dominican history and tradition			Mission Integration
I.2.1.3	Include more information about Dominican history and tradition on the internal and external websites	Dominican history and tradition or link included on websites	8/15/12	6/30/16	Web Marketing
I.2.1.4	Create areas on campus that foster quiet reflection using spaces and symbols linked to the mission	At least one space identified and updated per year	9/1/11	6/30/16	Fine Arts, Facilities, Campus Ministry
I.2.1.5	Design a Dominican saint and Founders themed wellness walk	Dedication of the walk	11/11/11	6/30/15	Wellness Initiative Network, IA
Budget Implications: Cost of redecorating spaces, landscaping outdoor areas, framed art, statues and attendant costs, outdoor wellness equipment along the walk					
<i>Outcome 2: Increased and expanded distribution print and electronic communications through marketing and other media</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
I.2.2.1	Review/refresh print and electronic communications for evidence of Catholic identity and brand (examples: highlight retiring Sisters, Santiago de Compostela, Fanjeaux)	Print and electronic communications reviewed/refreshed	IA regular publication timeline, 2011-2012	Annual process	IA
I.2.2.2	Determine most strategic distribution of current print and electronic publications	Distribution lists established and used	In time for spring 2012 distribution	Annual process	IA
I.2.2.3	Distribute current print and electronic publications to expanded target market	Print and electronic communications distributed to target audiences	For spring 2012 distribution	Annual review of list	IA
Budget Implications: Cost of developing/purchasing new lists; cost of larger run; cost of postage/other distribution					
<i>Outcome 3: Distribution of new publications to identified target audiences</i>					
I.2.3.1	Determine what additional publications should be designed (examples: scholarly, President's report, faculty accolades,	Number and type of publications identified	8/15/12	11/15/12	IA

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	student research, mission in action, academic life)	and designed			
I.2.3.2	Determine strategic target audiences	Target audiences identified	8/15/12	11/15/12	IA, IR
I.2.3.3	Determine most strategic distribution of new publications to reach target audience	Strategic distribution list developed	11/15/12	5/15/13	IA
I.2.3.4	Create and distribute new publications to target audiences	New publications created and distributed to target audiences	7/1/13	5/15/16	IA
Budget Implications: Cost of new publications, increased distribution costs					
<i>Outcome 4: Increased standing in selected external University and program rankings</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
I.2.4.1	Determine current rankings in various reports and methodology of the ranking process	List of current rankings	10/15/11	6/30/12	IR, Academic Deans
I.2.4.2	Determine most appropriate rankings in which we are listed and want to be listed (example: program rankings such as law school, business, podiatry, education, nursing, University rankings especially Catholic, etc.)	Desired lists identified	7/1/12	12/15/12	IR, Academic Deans
I.2.4.3	Select up to three external ranking reports that will be targeted for improvement.	External rankings selected.	1/15/13	5/31/13	IR, ECA
I.2.4.4	Develop and implement strategies for influencing rankings of Barry by external sources; monitor results annually	Rankings improved	7/1/13	6/30/16	IA, ECA
Budget Implications: Staff and time (may require additional staff member)					
<i>Outcome 5: Mechanism for maintaining updated and user friendly websites established</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
I.2.5.1	Benchmark best practices at other Universities; possibly engage a consultant	Best practices identified	7/1/11	10/30/11	TBD, DoIT
I.2.5.2	Review our websites and develop procedures for updating in light of best practices	Procedures updated	11/2/11	6/30/12	TBD, DoIT

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I.2.5.3	Revise websites and implement best practices	Websites revised	8/15/12	Ongoing	TBD, DoIT
Budget Implications: May require external consultant, and/or additional staff					

<b>BARRY UNIVERSITY STRATEGIC AGENDA 2011-2016: OPERATIONAL PLAN</b>					
<b>GOAL II: Provide students, faculty and staff with the human, financial, physical, technological and other learning resources characteristic of a first-choice university</b>					
<b>Objective 1: Identify, prioritize, and address the physical plant challenges (health and safety, functionality, attractiveness,) within the context of the capital improvement plan and the master site plan.</b>					
<i>Outcome 1: Progress toward addressing deferred maintenance; publicize projects in progress/completed</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.1.1.1	Review deferred maintenance list within the context of the Strategic Agenda	Prioritized list of deferred maintenance with links to Strategic Agenda	Yearly in regular budget cycle		Facilities, ECA
II.1.1.2	Develop schedule for completion of projects within the constraints of the budget	Schedule developed	Each spring beginning 2012		Facilities, ECA
II.1.1.3	Creation of method of communicating priorities and progress toward completion of deferred maintenance priorities	Method of communication implemented and updated regularly	Fall, 2011	Continuous update as progress is made	DoIT, C&M
Budget Implications: Part of deferred maintenance budget.					
<i>Outcome 2: More efficient and strategic use of space</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End	Responsible

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				Date	person
II.1.2.1	Review existing space study.	Space study reviewed	9/1/11	5/9/12	VPBDO
II.1.2.2	Conduct inventory of current utilization of space including off campus space	Space inventory completed	7/1/12	1/15/13	VPBDO
II.1.2.3	Analyze space needs and utilization linked to the Strategic Agenda goals, Master Site Plan and the deferred maintenance plan	Analysis completed	11/1/12	1/15/13	VPBDO, VPBF
II.1.2.4	Plan for strategic use of space to create efficiencies amongst units, include plans for reallocation, repurposing, renovation and acquisition.	Plan developed	1/15/13	5/15/13	ECA
II.1.2.5	Create an administrative structure to facilitate a transparent space utilization/allocation process with periodic updates which include requests for space, scheduling, reallocation, repurposing, renovation and acquisition.	Structure created	1/15/13	5/15/13	ECA
II.1.2.6	Implement the strategic space plan	Plan implemented	5/16/13	6/30/16	Administrator TBA
Budget Implications: Part of capital budget. May need to reallocate funds. Training money needed.					
<i>Outcome 3: Facilities made more ADA friendly</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.1.3.1	Assess current ADA functionality	Assessment complete and priorities recommended to ECA	7/1/12	11/30/12	Disability services, facilities; HR
II.1.3.2	Prioritize functionality issues to be addressed	Priorities on list established by ECA	12/2/12	1/30/13	ECA
II.1.3.3	Develop budget and timeline for improvement of less functional facilities	Timeline for upgrade created by ECA	2/2/13	2/15/13	VPBF, HR
II.1.3.4	Upgrade facilities as indicated	Facilities upgraded	7/1/13	6/30/16	VPBF, HR, facilities
Budget Implications: Space consultant, possible new hire to administer space process, costs associated with implementation – reallocation, repurposing, renovation, acquisition					
<i>Outcome 4: OSHA standards for compliance met</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End	Responsible

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				Date	person
II.1.4.1	Assess current OSHA compliance	Assessment complete and priorities recommended to ECA	7/1/12	11/30/12	Disability services, facilities; HR
II.1.4.2	Prioritize any problem areas to be addressed	Priorities on list established by ECA	12/2/12	1/30/13	ECA
II.1.4.3	Develop budget and timeline for resolution of any OSHA related problems	Budget and timeline developed	1/1/13	6/30/13	HR
II.1.4.4	Develop a comprehensive OSHA training program	Training program developed	1/1/13	6/30/13	HR
II.1.4.5	Provide comprehensive, recurring OSHA training	Training implemented on an on-going basis	2/2/13	2/15/13	VPBF, HR
Budget Implications: Possible new hire to administer space process, costs associated with implementation – reallocation, repurposing, renovation, acquisition					
<b>Objective 2: Identify and prioritize opportunities for human resource development in order to provide optimal service</b>					
<i>Outcome 1: Increased leadership and professional development opportunities for faculty, staff, and administration</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.2.1.1	Create a Task Force including those offering internal training, e.g., Student Affairs, DoIT, HR, ME, QIP, ASC, AIS, and Faculty Senate Rep, Academic Representation.	Task Force created	11/1/12	12/9/12	President
II.2.1.2	Identify current opportunities for leadership development and benchmark opportunities at other first choice institutions for each constituency.	List of current opportunities compiled; benchmarks identified	1/15/13	5/15/13	Task Force
II.2.1.3	Analysis of current and benchmarked opportunities for proposal development	Analysis completed	6/1/13	8/31/13	Task Force
II.2.1.4	Create a proposal for the Center for Leadership and Professional Development to include purpose, goals, programmatic considerations/priorities for faculty, staff and administration.	Proposal developed and approved	9/1/13	1/15/14	Task Force
II.2.1.5	Implementation based on approval of proposal (II.2.2.3), and begin offering programs	Programs offered	7/1/14	6/30/16	Coordinator CLPD

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Budget Implications: Money for professional development programming, trainers, additional staffing.					
<i>Outcome 2: Enhance student leadership training opportunities</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.2.2.1	Develop a definition and conceptualization of student leadership that is grounded in our Catholic identity, Dominican heritage and Barry's mission and core commitments.	Leadership definition developed	11/1/2011	6/30/12	VPSA
II.2.2.2	Identify current student leadership training opportunities offered by the University	Leadership training opportunities identified	11/1/2011	6/30/12	VPSA
II.2.2.3.	Conduct gap analysis to determine student leadership training needs	Gap analysis conducted and data analyzed	8/1/12	12/31/12	VPSA
II.2.2.4.	Design a coordinated leadership training program for students	Program designed	1/1/13	6/30/13	VPSA
II.2.2.5.	Phase in additional student leadership training opportunities as developed in II.2.3.3.	Program implemented	9/1/13	6/30/14	VPSA
<i>Outcome 3: Succession management program established and implemented</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.2.3.1	Benchmark succession management models that are consistent with our mission	Benchmarking completed	7/1/13	1/15/14	HR
II.2.3.2	Present the benchmark models to selected University audiences	Presentations given	1/16/14	2/15/14	HR
II.2.3.3	Select model that best fits Barry University	Model selected	2/16/14	3/15/14	ECA with input from presentation by HR
II.2.3.4	Establish a formalized succession management program linked to leadership development (II.2.2) including program evaluation and informed by the diversity framework (III.1.3)	Succession management program established	3/16/14	6/30/14	HR
II.2.3.5	Implementation of succession management program	Program implemented	7/1/14	6/30/16	HR
Budget Implications: Part of routine operational budget.					

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<b>Objective 3: Identify, prioritize, and address financial challenges</b>					
<i>Outcome 1: Launch capital campaign (public phase) by 2016</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.3.1.1	Establish priorities and goals for a capital campaign	Priorities and fundraising goals established	7/1/11	6/30/12	ECA
II.3.1.2	Conduct pre-planning phase for capital campaign (feasibility study, fundraising plan, identification of key leaders, case statement, etc.)	Pre-campaign planning phase completed	7/1/12	7/1/13	IA
II.3.1.3	Launch capital campaign	Campaign launched	8/1/14		ECA, IA
Budget Implications: Possible staffing, space, marketing, printing, costs of feasibility study, entertainment (cultivation of donors).					
<i>Outcome 2: Establish CQI plans targeting cost savings</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.3.2.1	Appoint CQI Coordinating Committee whose charge is to conduct CQI training and monitor CQI projects.	Committee named	1/1/13	6/30/13	ECA
II.3.2.2	Develop procedure for evaluating CQI proposals	Protocol for evaluating proposals developed	7/1/13	7/1/14	CQI CC VPMIE
II.3.2.3	Development and implementation of Continuous Quality Improvement (CQI) plan(s)	CQI plan(s) developed and implemented	9/1/14	6/15/15	CQI CC VPMIE
Budget Implications: Consultant, CQI training					
<i>Outcome 3: Diversified revenue streams established</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.3.3.1	Create Task Force to include Conference and Events, Registrar, Student Union, Residential Life, HPLS, Fine Arts, Academic Affairs, Mission Engagement (Community Learning Partnership), IA, etc.	Task Force appointed	9/1/12	9/30/12	VPBDO
II.3.3.2	Identify current revenue streams including opportunities for	Current revenue	10/1/12	12/1/12	Task Force

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	collaboration across units	streams identified			
II.3.3.3	Develop and maintain catalog of resources available and/or underutilized	Catalog developed and updated regularly	1/15/13	3/15/13	Task Force (develop) C&E (maintain)
II.3.3.4	Develop process for proposing and approving ideas to diversify revenue streams (with consideration of incentive program)	Process developed	4/15/13	6/15/13	Revenue Recognition Committee
Budget Implications: Incentives, other budget impact is positive.					
<b>Objective 4: Identify, prioritize, and address technological challenges</b>					
<i>Outcome 1: Efficient and effective administrative systems implemented</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.4.1.1	Complete two years of the Datatel project (business process review, data clean-up, implement purchased software, conversion to SQRL, etc.)	Project complete	7/1/11	6/30/13	AIS, DoIT, Provost
II.4.1.2	Assess use of administrative systems including interfaces after second year of Datatel project	Assessment complete	8/15/13	1/15/14	AIS, DoIT, feedback from users
II.4.1.3	Feedback used to determine additional modifications needed; make recommendations to ECA	Recommendations submitted to ECA	2/15/14	3/15/14	AIS, DoIT
Budget Implications: See budget for Datatel project cost estimates.					
<i>Outcome 2: Classroom/conference room/library equipped with appropriate technology for a first choice university</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
II.4.2.1	Review technology implementation plan (hardware and software) with a view toward becoming a first choice university and re-establish priorities; include review of off-site resources, secure testing	Implementation plan reviewed and priorities established	9/1/11	2/5/12	DoIT, Provost
II.4.2.2	Revise technology implementation plan in light of II.4.2.1 and implement plan	Technology plan implemented according to established timeline	3/1/12	Continu ous	DoIT, Provost

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II.4.2.3	Establish a secure testing protocol for on-line exams	Protocol established	10/1/11	12/9/12	DoIT, Provost
II.4.2.4	Communication of the implementation to the University community	University community informed of implementation	3/15/12	On going updates	DoIT, Provost
Budget Implications: Incorporate as part of DoIT capital plan.					
<b>Objective 5: Establish a Quality Enhancement Plan (QEP) to enhance student learning</b>					
<i>Outcome 1: Quality Enhancement Plan topic identified</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible Person
II.5.1.1	Appoint QEP committee and establish QEP website	Committee established, website established	11/1/11	12/1/11	President
II.5.1.2	Engage University community in discussions and solicits proposals regarding potential projects to enhance student learning	Forums and other opportunities for discussion held/provided	10/1/11	2/28/12	QEP Committee
II.5.1.3	Committee reviews project ideas and proposals, makes recommendation to ECA for final selection	QEP project selected	3/1/12	3/31/12	QEP Committee
II.5.1.4	Project selected and communicated to University community	Project communicated	4/1/12	6/1/12	Provost, Marketing
Budget Implications: None					
<i>Outcome 2: Quality Enhancement Plan developed</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible Person
II.5.2.1	Project development team established	Team selected	4/1/12	4/15/12	Provost
II.5.2.2	Develop QEP to conform to SACS guidelines	QEP developed	4/16/12	10/31/12	Project Team
II.5.2.3	Draft QEP communicated (websites, forums, meetings) for University review and comment	QEP posted	11/1/12	11/15/12	Project Team

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II.5.2.4	Revise plan, if needed, based on review and comments	QEP finalized	11/16/12	1/15/13	Project Team
II.5.2.5	Submit to ECA for approval	QEP approved	1/16/13	2/1/13	ECA
II.5.2.6	Communicate approved plan (websites, forums, meetings)	Approved plan posted	2/2/13	2/15/13	Project Team
II.5.2.7	Submit QEP to SACS	QEP submitted	Fall, 2013		Provost
Budget Implications: Dependent on project scope.					
<i>Outcome 3: Quality Enhancement Plan implemented</i>					
Action steps	Action description (What is going to be done)	Outcome measure	Start Date	End Date	Responsible Person
II.5.3.1	Once approved by SACS, communicate approval to the University community	Approval communicated	Summer 2014		Provost
II.5.3.2	Implement the plan	Plan implemented	Fall 2014	Spring 2016	Project Team
II.5.3.3	Establish mechanism for ongoing communication to Barry University community with plan updates	Mechanism for communication established and implemented	Fall 2014	Spring 2016	Project Team
II.5.3.4	Submit periodic project update reports to Provost	Periodic reports submitted	Fall 2014	Spring 2016	Project Team
Budget Implications: Dependent on project scope.					

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<b>BARRY UNIVERSITY STRATEGIC AGENDA 2011-2016: OPERATIONAL PLAN</b>					
<b>GOAL III: Identify, model, and promote best practices in higher education that create an effective and sustainable multicultural and diverse living and learning environment.</b>					
<b>Objective 1: Create effective and sustainable multicultural and diverse living and learning environments</b>					
<i>Outcome 1: Increased shared understanding of multiculturalism and diversity by the University community</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
III.1.1.1	Establish Task Force composed of University wide representation	Task Force named	1/9/12	2/1/12	President
III.1.1.2	Identify models in use at other institutions to inform development of conceptual framework	Models identified	2/2/12	5/15/12	VPSA
III.1.1.3	Engage the University community in discussions in shaping the conceptual framework at Barry	Opportunities for discussion provided to University community	5/15/12	12/1/12	VPSA
III.1.1.4	Create a conceptual framework for the development of a shared understanding of multiculturalism and diversity at Barry	Framework developed	12/2/12	5/15/13	VPSA
III.1.1.5	Communicate the shared vision of the conceptual framework to the University community	Shared vision communicated	5/16/13	Fall 2013	VPSA
<b>Budget Implications: Minimal, possibly food at meetings</b>					
<i>Outcome 2: Informed analysis of University activities and constituencies within the context of the conceptual framework</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
III.1.2.1	Identify current activities and programming for both students/staff and administration within the context of the framework	Activities and programs identified	1/2/13	5/15/13	Task Force
III.1.2.2	Analyze current activities and programming for both students/staff and administration within the context of the	Activities and programming	5/16/13	12/9/13	Task Force IR

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	framework	analyzed			
III.1.2.3	Analyze characteristics of the student body in the context of the framework	Characteristics of the student body analyzed	5/16/13	12/9/13	Task Force, IR
III.1.2.4	Analyze characteristics of the faculty/staff/administration in the context of the framework	Characteristics of faculty/staff/adm analyzed	5/16/13	12/9/13	Task Force, IR
III.1.2.5	Conduct ongoing assessment of knowledge and attitudes about multiculturalism and diversity within the context of the conceptual framework	Assessment cycles established and implemented	1/15/14	6/30/16	IR
<b>Budget Implications: food</b>					
<i>Outcome 3: Plan for effective and sustainable multicultural and diverse living and learning environments established</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
III.1.3.1	Establish work group with University wide representation	Work Group named	10/1/13	11/1/13	President
III.1.3.2	Review benchmarks and both internal and external assessment data	Benchmarks reviewed	11/1/13	4/30/14	Work Group
III.1.3.3	Create draft of goals and objectives based on findings	Draft written	2/1/14	4/30/14	Work Group
III.1.3.4	Communicate findings and draft of goals and objectives to the University community and solicit feedback	Findings and draft goals and objectives communicated using various media	5/1/14	10/1/14	Work Group, C&M
III.1.3.5	Establish goals and objectives for Barry University using feedback about the draft	Goals and objectives established	10/1/14	12/9/14	Work Group
III.1.3.6	Create comprehensive model for use by University units in the development and implementation of plans including but not limited to curricular strategies, evaluation plan, incentives, recognition, and mechanism for oversight (an individual, an office, a committee....)	Comprehensive model created	1/15/15	6/30/15	Work Group
III.1.3.7	Establish process for all University units to develop, prioritize, implement and report on outcomes of their plans	Process developed	1/15/15	6/30/15	Work Group

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III.1.3.8	Communicate University model and implementation plan to the University community including but not limited to evaluation plan, incentives, recognition, and mechanisms for oversight (an individual, an office, a committee....)	Model and implementation plan communicated using various media	8/15/15	12/9/15	Work Group, C&M
III.1.3.9	Continuous integration of the plan into the culture of the University	Plan implemented with on-going assessment	1/15/16	6/30/16 and beyond	Work Group and University Community
Budget Implications: Food, incentives, other budget items to be in budgets of the units					
<b>Objective 2: Promote best practices in higher education that create an effective and sustainable multicultural and diverse living environment</b>					
<i>Outcome 1: Structure and process for internal and external promotion established</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Responsible person
III.2.1.1	Create an ongoing and evolving marketing plan for internal and external promotion of best practices implemented at Barry	Plan created	5/16/13	6/30/16	Marketing
III.2.1.2	Implement the marketing plan	Plan implemented	8/1/13	6/30/16	Marketing
III.2.1.3	Assess internal and external marketing plans	Effectiveness of plan assessed	8/1/14	6/30/16	Marketing, IR
Budget Implications: Possible increase in marketing expenses.					
<i>Outcome 2: Scholarly/professional reporting of model development and implementation</i>					
Action steps	Action description (What is going to be done)	Outcome measures	Start Date	End Date	Person Responsible
III.2.2.1	Publications and presentation to the broader higher education community	Acceptance of publications, presentations; talks at professional venues	5/17/13	6/30/16	Provost
III.2.2.2	Articles in Barry publications both print and electronic media	Articles published	5/17/13	6/30/16	Marketing
Budget Implications: Part of routine operational budget.					

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#### Glossary of Terms

AIS	Administrative Information Systems
ASC	Administrative Staff Council
C&M	Communications and Marketing
CES	Conference and Event Services
CLPD	Center for Leadership and Professional Development
CQICC	Continuous Quality Improvement Coordinating Committee
DES	Division of Enrollment Services
DoIT	Division of Information Technology
ECA	Executive Committee of the Administration
HR	Human Resources
IA	Division of Institutional Advancement
IR	Office of Institutional Research
ME	Office of Mission Engagement
QEP	Quality Enhancement Plan
SA	Division of Student Affairs
VPBDO	Vice President for Business Development and Operations
VPBF	Vice President for Business and Finance
VPMIE	Vice President for Mission and Institutional Effectiveness
VPSA	Vice President for Student Affairs