

**PROJECT IDEA FROM BARRY UNIVERSITY for the
*Southeast Florida Regional Partnership***

Partnership Member General Information

Partnership Member: Barry University, Inc.

Membership Status: General Partner

Address: 11300 NE Second Avenue, Miami Shores, Florida 33161

Main Contact Name: Patrick Lynch, Director, Office of Grant Programs

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Are you part of the proposed Consultant Team respond to the SOQ? No

Name of Directors / Officers: Barry University is governed by an independent, self-perpetuating Board of Trustees and is sponsored by the Sisters of St. Dominic of Adrian, Michigan. The Board is made up of 31 community leaders, higher education professionals and philanthropic patrons whose responsibility, according to the Articles of Incorporation, is to manage the business affairs of the University.

Mr. William J. Heffernan, *Chairman*

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Mr. Jorge A. Gross

Christopher J. Gruchacz, CPA

Reverend Charnel Jeanty

Keith B. Kashuk, DPM

Joseph P. Klock, Jr., Esquire

Dr. Neta Kolasa

Mrs. Olga Melin

Charles R. Modica, JD

Gerald W. Moore, Esquire

Mr. Michael O. O'Neil, Jr.

Ms. Maura Owens

Eduardo A. Otero, MD

Mr. John Primeau

Ms. Patricia M. Rosello

Donald S. Rosenberg, Esquire

Luigi Salvaneschi, PhD

Sister Corinne Sanders, OP, EdD

Joel H. Sharp, Jr., Esquire

James Stelnicki, DPM

Sister Sharon Weber, OP, PhD

Ms. Shirley McVay Wiseman

Number of Years in Business: 71

- **Overview and Form of Organization: A general overview of the Partnership and Consortium member and its staff, including form of organization.**

Barry University is a Catholic institution of higher education founded in 1940 by the Adrian Dominican Sisters. Grounded in the liberal arts tradition, Barry University is a scholarly community committed to the highest academic standards in undergraduate, graduate and professional education.

Barry University's main campus is located in Miami Shores, Florida, just seven miles north of downtown Miami. The tropical beauty of Barry University includes 54 buildings spread over 80 of its 122-acre campus. In the years since Barry first opened its doors, the campus has expanded to more 17 locations throughout Florida.

Barry's academic structure is divided into two Colleges: the College of Health Sciences and the College of Arts and Sciences. Within the two Colleges are seven Schools: the Frank J. Rooney School of Adult and Continuing Education, the Adrian Dominican School of Education, the D. Inez Andreas School of Business, the School of Human Performance and Leisure Sciences, the Dwayne O. Andreas School of Law (located in Orlando), the School of Podiatric Medicine and the Ellen Whiteside McDonnell School of Social Work.

Barry University enrolls more than 8,500 students, in over 100 undergraduate, graduate, professional and doctoral programs. Approximately 3,000 undergraduate and 2,600 graduate students attend classes at Barry University's Miami Shores campus. Another 2,000 working professionals attend classes at various sites throughout the state of Florida. The well-recognized Dwayne O. Andreas School of Law in Orlando enrolls 750 students seeking their JD.

Barry is designated as a minority, Hispanic-serving institution, and as many as 58% of Barry's traditional undergraduates are Pell-Grant eligible. In addition, 39% of the fall 2008 incoming class self-reported as "first-generation" students, i.e., the first in their immediate family to attend college.

Barry University employs 341 full-time faculty members, 416 adjunct professors, 341 full-time personnel and 416 part-time personnel. The University boasts a 14:1 student-to-faculty ratio and 80% of its faculty holds a PhD.

- **Statement of Qualifications and Project Understanding: A statement of the Partnership Member's experience and qualifications related to the proposed task.**

The Barry Institute for Community and Economic Development (BICED) is part of the Andreas School of Business and exists to serve the mission of Barry University toward creating a sustainable, healthy and socially just economic future for all persons. The BICED exists to strengthen the development and roles of non-profit organizations and small businesses in the South Florida community and fortify those communities toward sustainable economic growth. The targeted entities of non-profit organizations and family-owned business are traditionally under-served organizations within underserved communities and with specialized needs that are

different from other corporate entities. The BICED leverages Barry University's outstanding business management resources to promote viable and sustainable community and economic development throughout the region. Those managing small, minority and women-owned business enterprises and those providing leadership in the non-profit sector are particularly targeted with research-based education and training. The BICED houses three Centers focusing on the specific needs voiced by the community. The three centers are: the Entrepreneurial Institute, which provides technical assistance to small businesses and new entrepreneurs; the Center for Social Entrepreneurship, which provides capacity building guidance and technical assistance to the non-profit sector; and the Center for Community Economies, which provides technical assistance and consultation in the area of urban economic renewal to the business association and community groups within under-served neighborhoods. While the Centers are distinct in mission, they receive overarching coordination, tracking and monitoring of effectiveness, marketing and outreach, as well as support from a centralized executive director.

- **General description of the proposed project, including desired outcomes and identification of responsibilities of key personnel.**

The purpose of the proposed project is to examine the needs and assets of the non-profit community in the aftermath of the economic downturn and enhance regional capacity by determining the capacity-building and technical needs of the sector. The non-profit sector is a significant dimension of the South Florida economy that is often overlooked. Moreover, the non-profit sector has suffered significantly in the recent economic downturn, perhaps more so than other sectors because of fiscal tightening experienced by the full range of funders from government to private organizations to individual donors.

Statement of Need

In Miami-Dade County alone, there are over 10,000 organizations that have received IRS tax exemption under the IRS code 501(c)(3). This number does not include the majority of religious organizations exempted from the IRS's purview. While the majority of these organizations appears to be very small and limited in scope, the sheer number of services provided by them is staggering. Despite the number and uncertain levels of capacity across the spectrum of non-profit organizations, their overall needs to implement their missions effectively in service of our community are unclear. Moreover, the availability of certain services in support of non-profits, such as capacity building opportunities, has been dramatically reduced. Of the seven major providers for non-profit capacity building services in Miami-Dade County (Alliance for Human Services, Barry Institute for Community and Economic Development, Center for Non-Profit Effectiveness, The Children's Trust, Miami-Nice, Miami-Dade County, University of Miami's Center for Non-profit Management), only two remain in existence (Barry Institute for Community and Economic Development and The Children's Trust) as of July 2011. The Miami Foundation and Catalyst Miami have begun to provide some fiscal and capacity building services on a limited basis. In Broward County, the Community Foundation of Broward has created a consortium to coordinate potential independent capacity-building service providers, or consultants. In Palm Beach County, Non-Profits First performs this capacity-building service exclusively.

The economic downturn has not only created strains within the funding streams of non-profit organizations, it has also produced more demand from the services provided by them. In

underserved neighborhoods, the strain is even more severe and some organizations have crumbled because of inadequate funding or stewardship.

Therefore, the current challenge is to address what may be described as a regional lack of support for the non-profit sector. There are both technical and perceptual challenges to this problem. Perceptually, non-profit organizations are often not seen as business entities but rather as direct service providers. In addition, while the community often understands that non-profits must be funded, there is often a lack of appreciation for the funding struggles of these organizations. On the technical side of the challenge are the direct needs of these organizations that range from educational requirements to the facilitation of partnership opportunities. As a whole, while we understand some of the economic realities of the sector in South Florida, we have a limited sense of the non-profit community's necessities and have few prominent advocates on behalf of the sector (but have limited data about it).

Hence, the purpose of this proposal to address some of the knowledge deficits to promote economic development, identify community assets and promote a sustainable non-profit sector. The aims of the current project are as follow:

Aim #1: *Assess the regional leadership and technical capacity of the non-profit community.*

Aim#2: *Identify best practices for regional non-profit capacity building and develop a regional scorecard to assess changes in the services targeted to the non-profit sector.*

The purpose of Aim #1 is both educational and exploratory. As there are limited data about the non-profit sector and its needs and no central location for such data gathering exists, this serves to attend to this challenge in our community. Once data are gathered about the leadership issues and technical capacity building needs of the non-profit community, we can begin addressing Aim #2. The second aim focuses on identifying the gaps and best practices as well as creating the necessary assessment tools to detect improvements in the sector. As a default to these Aims, we will additionally begin the needed groundwork for developing relationships that can become the springboard for a non-profit community development partnership and a central repository for the gathered data.

- **The partners who would need to be involved for this project to achieve success**

This project would require support from all of its governmental partners to ensure that the outreach to the non-profit community is effective and covered the providers in their jurisdictions. The project would additionally need support from each of the partners' chambers' of commerce to complete outreach to non-profit members.

- **The tools and/or resources that would be needed to support the project**

The main resources required for the proposed program are staffing, minor computer and office supplies, cost of local travel and in-house technology infrastructure reporting.

- **Portfolio: Summary of no more than three (3) examples of successfully completed projects of a similar nature if applicable to the proposed work.**

1. In 2010, BICED successfully completed a project with the Miami Modern District (approximately NE55st to NE 79th St on Biscayne Boulevard) to address business improvement needs and community perceptions of the area. BICED provided a business plan to the business improvement district and provided five distinct marketing plans for community development.
2. In 2009-2010, through the support of Allegany Franciscan Ministries, BICED provided capacity building services to 39 non-profits in Miami-Dade County that ranged from board development training to financial analysis of their current fiscal situation. The program additionally provided business/action plans to 25 of the non-profits detailing the implementation of strategic plan and an analysis of current risks and conditions facing the individual organizations.
3. In 2010-2011, BICED conducted an asset map of the Little Haiti region along the Northeast Second Avenue corridor from NE58th Terrace to NE 85th Street. The asset map became the basis of identifying community needs for non-profits in the area as well as provided data for local entrepreneurs regarding opportunities in the community.

- **Resume of Key Team Members (one page each and will not count toward the five page limit)**

See attached

Curriculum Vita Synopsis
Manuel (Manny) J. Tejada, Ph.D.

Current Academic Appointments

Professor of Management and Psychology
Executive Director, Barry Institute for Community and Economic Development
Andreas School of Business, Barry University

EDUCATION

Ph.D., Doctor of Philosophy, Management & Organizational Behavior (Emphasis in Research Methods), University of Miami, Coral Gables, FL.

M.S.Ed., Master of Science in Education, Educational and Psychological Science and Measurement, University of Miami, Coral Gables, FL.

A.B., Bachelor of Arts, Psychology and Computer Science, University of Miami, Coral Gables, FL.

AREAS of EXPERTISE

Research Methodology	Statistics
Leadership and Organizational Behavior	Diversity and Culture
Entrepreneurship and Social Entrepreneurship	Structural Equation Modeling

SELECTED SERVICE ACTIVITIES (Current)

Member, Florida Psychologically Healthy Workplace Initiative

Treasurer, Alliance for GLBTQ Youth

Board Member and Secretary, Miami Gay Mens Chorus

Member, Town of Miami Lakes Economic Development Committee

Selected Scholarship

Germain, M.L. & **Tejada, M.J.** (2011). Development and Preliminary Validation of a Psychometric Measure of Expertise. Academy of Human Resource Development Journal.

Tejada, M.J. (2008). A Resource Review for Diversity Education through Film Media. Academy of Management Learning and Education, 7(3), 434-440.

Tejada, M.J. (2010). Is Social Entrepreneurship Embedded in “Contemplare et Contemplata Aliis Tradere”? Presented at the 11th Biennial Colloquium of Dominican Colleges and Universities. Miami, FL

Robbins, M., Szapocznik, J., **Tejada, M. J.** (2003). The protective role of the family and social support network in a sample of HIV-positive African American women: Results of a pilot study. Journal of Black Psychology, 29, 17-37.

A complete vita will be provided upon request.