

Beyond Barnard Strategic Plan **2022-2027**



Writing the next Chapter of Beyond Barnard

In January 2018, Beyond Barnard set out to create a new model of career support at the College.

One of our first challenges was to create a strategic plan and lay out a vision equal to the high expectations of the Barnard community. We wanted Beyond Barnard to become an important part of the community, helping students and graduates define, pursue, and achieve success in their careers and communities.

As you'll see in our recap of the past four years, we have realized many of the objectives laid out in our initial plans. More than 7,000 individuals have taken advantage of supportive events and advising at Beyond Barnard. Our team has completed 15,000+ individual advising appointments. And Beyond Barnard is present for students from their first day at the College, throughout their matriculation, and for a lifetime as graduates.

Now, we're ready for what's next.

We hope you will be inspired by our vision for Beyond Barnard's work in our 2022-2027 Strategic Plan. Beyond Barnard's collaborative and inclusive approach to planning is on view in this document. As we charted our path forward, we listened to students, faculty, staff, graduates, our Advisory Council, employers, and many other voices.

The result: an ambitious plan that orients us toward the future, while keeping true to our core principles — and to the academic mission of Barnard College. We are excited to partner with you as we move forward.

Sincerely,

The Beyond Barnard Team



2018–2022

Beyond Barnard's Early Successes

Beyond Barnard's initial strategic plan laid out ambitious goals for a new office. As part of the work of forging a new vision for 2022–2027, we dug into some of the key figures that reflect our progress toward the goals we set in 2018.

Strategic Priority 1

Create a one-stop shop of resources that responds to the evolving intellectual and professional needs of Barnard students and alumnae—from a student's first day at Barnard, throughout matriculation, and for a lifetime.

91%

of students in the graduating classes of 2021 and 2022 engaged with Beyond Barnard while at the College. Beyond Barnard has completed more than 15,000 advising appointments since launching in 2018 (20% with alumnae).

Strategic Priority 2

Leverage on- and off-campus networks—in New York City and around the world—to facilitate transformative opportunities for mentoring, civic engagement, experiential education, and graduate study.

3,000

users registered on the Barnard Connect mentoring platform.

Strategic Priority 3

Communicate to external stakeholders the value of Barnard's distinctive approach to career training and preparation.

833

employers and graduate institutions have participated in the twice-yearly Barnard Opportunities Fairs since 2018.

Strategic Priority 4

Develop effective means of assessing and reporting on the intellectual and professional trajectories of Barnard students and alumnae.

94%

6-month placement rate for graduates in the Classes of 2018 – 2021

Looking Back & Ahead

Creating the 2022–2027 strategic plan involved every member of the Beyond Barnard team, along with the input of stakeholders representing the entire Barnard Community.

In **Spring 2021**, following Beyond Barnard’s quarterly all-staff retreat, working groups were created to conduct a final assessment of the team’s performance against its 2018–2021 goals and begin to sketch out priorities for the next five years. These working groups analyzed quantitative data collected by Beyond Barnard since 2018; produced Beyond Barnard’s first operations manual, codifying processes and policies established since the office’s founding; and conducted qualitative interviews and Q&A sessions with faculty, staff, students, Barnard graduates, and employers to understand Beyond Barnard’s strengths, weaknesses, and opportunities for growth.

In **Summer 2021**, Beyond Barnard announced the creation of a new Advisory Council, composed of 10 members of the Barnard community from across industries and career stages. Their first charge was to provide guidance and input throughout the strategic planning process. Over the course of the next year, their professional expertise, personal dedication to Beyond Barnard, and philanthropic support were essential to the creation of the 2022–2027 plan.

Throughout **Fall 2021** and **Spring 2022**, Beyond Barnard dedicated regular time in staff meetings and all-staff retreats to the analysis of findings from the working groups and to drafting the new plan.

Members of the Beyond Barnard Advisory Council met with staff regularly during this period to understand their roles, providing guidance on areas of opportunity for improvement and growth during 2022–2027. These conversations helped shape priority areas and refine goals.

Drafts of the Strategic Plan were shared with members of Barnard’s senior leadership team—including President Sian Leah Beilock, Provost Linda Bell, and Dean Leslie Grinage—in **March 2022**. The plan was finalized at Beyond Barnard’s **May 2022** retreat.

This year-long process reflects the input and time of numerous staff, students, faculty, Barnard graduates, employers, and others. These perspectives strengthened the final product, and Beyond Barnard will continue to be grateful for the generosity of the Barnard community in its willingness to engage in this project.







Mission

Beyond Barnard provides lifelong support for students and graduates as they define, pursue, and achieve success in their careers and communities.

Vision

To become a national model for advancing inclusive excellence in career and professional development.

Values

Equity

We center the complexities of identity, strive to advance social mobility, and engage in the pursuit of inclusive excellence in the context of career support.

Exploration

We help individuals navigate many pathways to meaningful work, facilitating opportunities that promote lifelong curiosity, discovery, and self-reflection.

Engagement

We develop and nurture an expansive network of students, faculty, staff, graduates, employers, parents, partners, and other stakeholders. In the process, we leverage Barnard's location in New York City, the strength of its global reach, and its relationship with Columbia University.

Empowerment

Through advising, programming, resources, and opportunities for experiential education, we provide students and graduates with the tools, skills, and confidence to pursue and achieve success as they define it.

Education

We support academic excellence at Barnard, creating a distinctive approach to career support in partnership with faculty, while thinking critically about the place of our work in the context of a community dedicated to scholarship.

2022–2027 Strategic Plan

1. To continue reimagining integrated lifelong career support by expanding access to meaningful work; and to assess our ability to accomplish this objective in a manner that reflects our values.
 - We will create (by Spring 2023) and execute (by Fall 2026) a comprehensive plan to expand access to Beyond Barnard to 2,000 individual students and alumnae per year, while building on our capacity to assess and communicate the effectiveness of our work.
 - We will advance access to graduate education by expanding funding available for 4+1 Pathways, increasing the number of pathways, and growing the number of students in those pathways to 100 (by Fall 2026). In collaboration with the faculty, we will double the annual number of applicants to external fellowships (by Fall 2026).
 - We will hire, retain, and advance new and veteran staff, serving as a model at Barnard—and peer institutions—for professional development in higher education, and we will upgrade Beyond Barnard’s physical space to reflect the evolving needs of our stakeholders (by Fall 2025).
2. To guarantee that every student who attends Barnard can pursue at least one funded internship or research opportunity while enrolled at the College; and to highlight the College’s leadership in providing this transformative support.
 - In collaboration with Development and Alumnae Relations, we will secure the long-term financial health of Beyond Barnard’s internship programs and the Summer Research Institute (by Fall 2026).
 - To level the playing field for the 900 students working on campus each year, we will transform student employment at Barnard into a peer-leading \$2 million annual campus internship program (by Fall 2024).
 - We will develop and execute a comprehensive plan to communicate the impact of Barnard’s commitment to excellence in internships and research.
3. To strengthen Beyond Barnard’s community of supporters by growing our mentor network, deepening our connections with partners and philanthropic organizations, and engaging in outreach to new employers, graduate institutions, and other stakeholders.
 - We will unify Beyond Barnard’s mentoring initiatives into a single Beyond Barnard Mentoring Program and grow the program to include 10,000 active participants (by Fall 2026).
 - We will increase the revenue driven by partnerships to \$250,000 annually, grow the number of annual employer partners to 200, and provide partner organizations with access to expert knowledge grown at Beyond Barnard (by Fall 2026).
 - We will become the go-to source for expertise on recruiting, retaining, and advancing the next generation of exceptionally talented individuals.
4. To widen the reach of Beyond Barnard’s resources and support and to communicate broadly about the promising practices that originate here.
 - We will create an integrated set of lifelong learning initiatives that provides a minimum of 500 individuals access to educational opportunities that will advance their career annually (by Fall 2024).
 - We will ensure that staff have annual opportunities to analyze and report on their work; to present regularly at conferences; to sustain professional excellence; and to publish their findings (op-eds, white papers, etc.) for external audiences (by Fall 2023).



Beyond Barnard

BARNARD COLLEGE