

transforming the future

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This document faithfully reproduces the *2012 Spotlight* web pages as found on December 23, 2007.

2012 Spotlight

University of the Virgin Islands



University of the Virgin Islands | 2 John Brewer's Bay | St. Thomas, Virgin Islands 00802

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2012 Spotlight

Strategic Areas Of Focus

- Educational Excellence
- Institutional Improvement
- Financial Sustainability
- Community Engagement

A detailed map for the journey ahead

VISION 2012 is an ambitious strategic plan, about the hopes and aspirations of UVI and the U.S. Virgin Islands themselves. It also serves as a dynamic blueprint for our future. As you read about how we will achieve our goals, try, as we have, to focus on the great journey ahead.

VISION 2012 will guide us toward becoming an exceptional U.S. institution of higher education dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the U.S. Virgin Islands. *And every journey begins with a single step.*

2012 News

VISION 2012, Many Paths One Destination. Board of Trustees approved UVI Strategic Plan Framework VISION 2012 on March 11, 2006. [Read more...](#)

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2012 Spotlight

To support the continued expansion of valuable workplace and personal development skills, UVI will offer more certifications, workforce training, continuing education, lifelong learning, professional development, and consulting services geared to the unique needs and opportunities represented by the people and communities of the U.S. Virgin Islands.

From the President

VISION 2012 is, literally, about transforming our future. In Charles Garfield's book about the process of organizational transformation, *Second to None*, he states: "The process of transformation is ongoing, permeates the entire organization, and represents a sharp break with the past. This break is the major difference between transformation and simple reform. While reform is an attempt to go down the same path more efficiently, transformation involves the development or discovery of entirely new paths..."

At this moment at UVI, we are transforming - not simply reforming - this invaluable University. VISION 2012 provides the guidelines for mapping our future and for finding entirely new paths. VISION 2012 is about working together for change, and I am committed to engaging all the stakeholders of UVI to make this transformation a success.

I invite you to discover for yourself some of the exciting ways this strategic plan will help change the lives of our students, enrich the Virgin Islands, and contribute to the intellectual and professional life throughout the Caribbean.

Sincerely,

A handwritten signature in blue ink, appearing to read "LaVerne E. Ragster".

LaVerne E. Ragster, Ph.D.
President, University of the Virgin Islands



"By focusing on our students, our long term stability, our community and its economic future, UVI will play an increasingly important role in the lives of all the people of the Virgin Islands."

*LaVerne E. Ragster, Ph.D.,
President, University of the
Virgin Islands*

University of the Virgin Islands



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2012 Spotlight

We believe that students, faculty and staff are partners with the administration in decision making. We believe students, faculty and staff stakeholders should be active participants in any proposed institutional change.

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About VISION 2012

For a general introduction to VISION 2012, we invite you to visit the **Plan Overview**. This summary introduces you to our guiding principles and the four strategic areas of focus that comprise VISION 2012.

For more detail about VISION 2012, you may wish to view the **Plan Framework**. This area of the site details our development process and the revisiting of our mission, vision and core values. The four areas of focus are featured at length with the strategic goals, operational objectives and the measurable outcomes that comprise each area of focus.



2012 Spotlight

We value mutual respect for everyone, expressed through fairness and equitable treatment. We embrace multiculturalism and recognize the unique contributions of all people. We value open communication and the candid exchange of thoughts and opinions.

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The Board of Trustees approved the VISION 2012 Strategic Plan Framework on March 11, 2006. VISION 2012 culminates in 2012 on the University's 50th anniversary.

Quarterly Updates: Fall 2006

An article from Strategic Directions, Fall 2006, quarterly newsletter:

VISION 2012, Many Paths One Destination

Now that the Board of Trustees has approved Strategic Plan VISION 2012, the question everyone associated with the University should ask is; what do we do to achieve the ambitious goals outlined in VISION 2012?

In her Fall 2006 Convocation address, President LaVerne E. Ragster explained that in order to accomplish the goals and objectives set forth in VISION 2012, UVI must first develop an extensive training program to address professional and cross-functional development. The University must invest in the required technical infrastructure to utilize systems that will optimize operations at all levels of the University. In simpler terms, "Every person at UVI should have the opportunity for training and professional development," said Dr. Ragster.

To begin the initial implementation of a training and enrichment plan, Dr. Ragster has developed a project called "Leap-Frog." The Foundation for the University of the Virgin Islands (FUVI) was established to assist the University with developing and identifying revenues to support its mission. A proposal to the Foundation funded the project at the level of \$1.5 million to be spent over two and half years. The project will launch this fall. "Leap-Frog means we are going to seek improvements that will take us many steps ahead. These improvements will occur in a dramatic way as opposed to an incremental way," said Dr. Ragster. "It gives the University the opportunity to build its own capacity. We have to value and invest in our human and technical potential."

The audience received copies of the new VISION 2012 brochure and two-year calendar explaining the goals, objectives and priorities of UVI's VISION 2012. "It is an excellent representation of the wonderful process that was



undertaken," said Dr. Ragster. All managers will receive a planning kit with all VISION 2012 documents as well as the Closeout Report for the 2000-2005 Strategic Plan.

An integral part of VISION 2012 is the University's core values. One of the more complex core values is collegiality and shared governance. Mutual respect for differing opinions and constructive participation are at the center of collegiality. "It is not about likeability or sociability; it is about working together," said Dr. Ragster. "If we are going to complete VISION 2012, and do what the people of the Virgin Islands are asking us to do, we need to work more collegially." In closing she added, "I hope that all of you will find the time to discuss and come to some consensus about what we require as collegiality here at UVI."

Any employee who still needs a VISION 2012 brochure and/or calendar can obtain them by calling the President's Office at 693-1000 or sending an email to **Velma Abramsen**.

Download the **Strategic Directions Fall 2006 Quarterly Newsletter** [here](#). **Adobe Reader** (a free download) is required to view PDF.



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Introduction

The Closeout Report documents the University of the Virgin Islands' (UVI) accomplishments as prescribed by the 2000-2005 Strategic Plan. There are 18 Strategic Thrusts embedded in the Plan.



A majority of the performance criteria were achieved, and in those cases where a criterion was not achieved, an explanation of the circumstances is provided. Some objectives that were not achieved will be included in the University's 2006-2012 strategic plan, referred to as VISION 2012. It is important to note that official implementation of the Plan, including tracking of progress, was not begun until June 2002 following approval by the Board of Trustees.

The 2000-2005 Strategic Plan has been a learning experience for the University. This process has been characterized by full participation and collaboration at every level. While the cooperative completion of objectives has been important, there have been lessons learned and growth experienced that should also be fully acknowledged.

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2012 Spotlight

Good communication depends on good information flow, and is part of our effort to improve our institutional systems. To that end, we will be enhancing the University-wide information and data flow by upgrading internal communications infrastructure systems.

Our Guiding Principles

The development of VISION 2012 began with an examination of UVI's guiding principles - our mission, vision, and core values. We designed an inclusive process with broad institutional, alumni, and community representation to help refine and retool these statements to reflect the changing world.

Mission

The University of the Virgin Islands is a learner-centered institution dedicated to the success of its students and committed to enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean through excellent teaching, innovative research, and responsive community service.

Vision

The University of the Virgin Islands will be an exceptional U.S. institution of higher education in the Caribbean dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the U.S. Virgin Islands.

Core Values

Integral to UVI's strength, our core values embody the principles, ideals, and beliefs of students, faculty, staff, administrators, and trustees. They form the foundation for all that we do.

- Students First
- Learning and Scholarship
- Excellence
- Teamwork
- Collegiality and Shared Governance
- Inclusiveness of Ideas
- Principled Leadership
- Support of Our Community
- Effective Use of Technology



"During the planning process, the community affirmed our vital role in the Territory's social and economic growth. VISION 2012 provides a framework for collaborating with community leaders to address pressing issues: academic programs for working professionals, programs that match emerging careers and access to distance learning."

Ilene Garner, Director, Community Engagement and Lifelong Learning Center (CELL)

- Equitable Reward System

How Far We've Traveled

The development of VISION 2012 has made UVI more collaborative than at any time in its history. More than 400 people - faculty, staff, students, community partners - participated in discussions leading to its completion. "We designed and implemented an inclusive, interactive strategic planning process," says President LaVerne E. Ragster, Ph.D. "We focused on a vision of UVI with a future all stakeholders could contribute to freely."

The Structure of VISION 2012

The Plan is built around four strategic areas of focus:

- Educational Excellence
- Institutional Improvement
- Financial Sustainability
- Community Engagement

Within each area of focus are strategic goals. For each goal there are operational objectives and measures of accomplishment that we will use as benchmarks during the course of the Plan period. Our successes will be built upon successful completion of measurable results.



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Introduction

VISION 2012: transforming our future outlines the goals, objectives and priorities necessary for the University of the Virgin Islands (UVI) to become an exceptional U.S. institution of higher education in the Caribbean.



As UVI's third strategic plan, VISION 2012 focuses on implementing a variety of initiatives that will improve student success, promote institutional excellence, and enhance the social and economic interests of the Territory.

Over the next seven years (2006-2012), the University will become stronger, more responsive, and more competitive as a result of focusing its resources and energies, and reaffirming its commitment to realizing greater institutional effectiveness and improved performance, significant academic enhancement, improved systems and processes, expanded educational opportunities for students, faculty and staff, higher enrollments, and as much financial growth and development as possible. This will be accomplished by centering the collective efforts of the University on four strategic areas of focus:

- *Educational Excellence,*
- *Institutional Improvement,*
- *Financial Sustainability, and*
- *Community Engagement.*

The realization of these strategic focus areas, combined with the **mission, vision** and **core values** as expressed in VISION 2012, provide institutional focus and direction and serve as an organizational blueprint for the continuous transformation of the University of the Virgin Islands through 2012.



2012 Spotlight

Student success can only come with increased retention and graduation rates, which we will focus on during this strategic plan period.

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2012 Spotlight

We will pursue ways of creating an engaging, student-centered environment that promotes school spirit and institutional pride.

Publications

Below is a list of publications that are available for download in PDF format. Click on the publication name to download the file.

Please note that **Adobe Reader** (a free download) is required to view PDFs.

VISION 2012 Quarterly updates

- Strategic Directions 2012 Newsletter December 2005
- Strategic Directions 2012 Newsletter Fall 2006

Other VISION 2012 publications

- Core Values Flyer
- Brochure
- Framework

2000-2005 Strategic Plan

- Closeout Report



University of the Virgin Islands



UVI Strategic Directions

University of the Virgin Islands | UVI Strategic Directions | Fall 2006

Plan Update

Board of Trustees

approved UVI Strategic Plan Framework VISION 2012 on March 11, 2006.

The University received a \$1.5 million grant from the Foundation for the University of the Virgin Islands (FUVI) to improve the human and technological capacity at UVI. This investment will contribute greatly to the success of VISION 2012.

Strategic Plan VISION 2012 culminates in 2012, UVI's 50th anniversary.

All VISION 2012

documents are available on the Strategic Plan website at <http://strategicplan.uvi.edu>

UVI Strategic Directions is published by the Office of the President, University of the Virgin Islands

LaVerne E. Ragster, Ph.D., President
Michelle Smitherman, Editor

University of the Virgin Islands

SPECIALIZING IN FUTURES



HISTORICALLY AMERICAN.
UNIQUELY CARIBBEAN.
GLOBALLY INTERACTIVE.

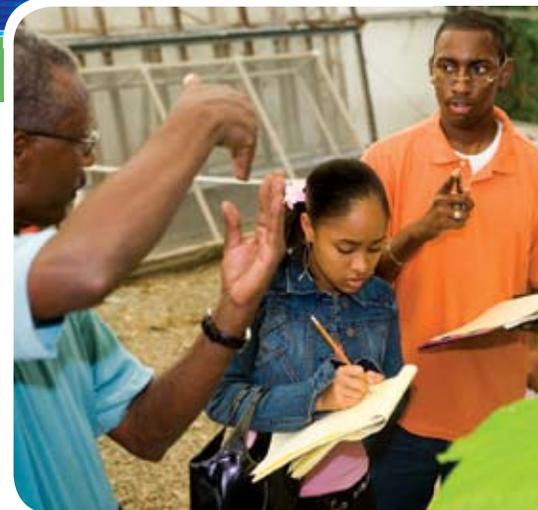
Vision 2012: Many Paths, One Destination

Now that the Board of Trustees has approved Strategic Plan VISION 2012, the question everyone associated with the University should ask is; what do we do to achieve the ambitious goals outlined in VISION 2012?

In her Fall 2006 Convocation address, President LaVerne E. Ragster, Ph.D. explained that in order to accomplish the goals and objectives set forth in VISION 2012, UVI must first develop an extensive training program to address professional and cross-functional development. The University must invest in the required technical infrastructure to utilize systems that will optimize operations at all levels of the University. In simpler terms, "Every person at UVI should have the opportunity for training and professional development," said Dr. Ragster.

To begin the initial implementation of a training and enrichment plan, Dr. Ragster has developed a project called "Leap-Frog." The Foundation for the University of the Virgin Islands (FUVI) was established to assist the University with developing and identifying revenues to support its mission. A proposal to the Foundation funded the project at the level of \$1.5 million to be spent over two and a half years. The project will launch this fall. "Leap-Frog means we are going to seek improvements that will take us many steps ahead. These improvements will occur through a dramatic process as opposed to an incremental way," said Dr. Ragster. "It gives the University the opportunity to build its' own capacity.

Continues on back...



FROM THE PRESIDENT



Welcome to Strategic Directions! I wish to thank the Board of Trustees for their overwhelming approval of UVI's VISION 2012 Strategic Plan. I also want to thank the students, faculty and staff, the strategic plan steering committee, and all UVI partners who helped to create this vibrant document.

This is a very exciting time for UVI. We have a clear vision and a purposeful mission. VISION 2012 is the road map that will guide us on a new path toward our destination to transform this great institution.

Please become familiar with the four strategic areas of focus that will serve as catalysts to help

UVI to realize its mission and vision. In this issue, we briefly discuss educational excellence. To receive higher ratings from our clients, we must create a student-centered environment that fosters academic excellence and meets the needs of students around enrollment and academic support.

I invite you to embrace the goals, operational objectives and measures of accomplishments outlined in VISION 2012 in your everyday endeavors. It is our plan to use the best of the past and discover new paths to become what we need to be—an exceptional institution of higher education in the Caribbean.

LaVerne E. Ragster, Ph.D., President

Continued from front page...

We have to value and invest in our human and technical potential.”

During convocation, the audience received copies of the new VISION 2012 brochure and two-year calendar explaining the goals, objectives and priorities of UVI's VISION 2012. “It is an excellent representation of the wonderful process that was undertaken,” said Dr. Ragster. All managers will receive a planning kit with all VISION 2012 documents as well as the Closeout Report for the 2000-2005 Strategic Plan.

An integral part of VISION 2012 is the University's core values. One of the more complex core values is collegiality and shared governance. Mutual respect for differing opinions and constructive participation are at the center of collegiality and shared governance. “It is not about likeability or sociability; it is about working

together,” said Dr. Ragster. “If we are going to complete VISION 2012, and do what the people of the Virgin Islands are asking us to do, we need to work more collegially.” In closing, she added, “I hope that all of you will find the time to discuss and come to some consensus about what we require as collegiality here at UVI.” ■

Vision 2012 Brochure and Calendar

Any employee who still needs a VISION 2012 brochure and/or calendar can obtain them by calling the President's Office at 693-1000 or sending an email to Velma Abramsen at vabrams2@uvi.edu.



Educational Excellence

The collaborators of VISION 2012 identified four areas of focus that UVI will need to address in order to realize its new mission and vision. The areas are educational excellence, institutional improvement, financial stability, and community engagement.

The first strategic goal in VISION 2012 requires UVI to create a learner-centered experience that fosters academic excellence and student success through innovative, effective teaching strategies and high quality academic and student support programs.

In order to accomplish this goal, the University must begin to undergo an institutional transformation.

The result of such a transformation will increase UVI's ability to offer high quality, outcomes-based academic programs that are flexible and responsive. The change will call for the accreditation of all professional programs and the development of internal standards to assess the quality of these programs. A transformation will require the University to increase enrollment by enhancing recruitment and enrollment-related services, as well as promote student success and increase retention and graduation rates of our

students. With a focus on educational excellence, our campuses will become student-centered environments that promote school spirit and institutional pride. The change we envision will create an increase in scholarly research and outreach activities that respond to community needs and generate new knowledge. ■

“At first glance, it may appear that the operational objectives and measures of accomplishments associated with educational excellence are the total responsibility of the Office of the Provost. While the Office of the Provost is responsible for coordinating this strategic area of focus, the objectives and measures set forth in VISION 2012 will only come to fruition with a commitment from the entire University.”

– Maria Fleming, Special Assistant to the Provost/
Director Academic Administration

Let Us Hear From You

Please share with us your comments and ideas about VISION 2012: UVI's strategic plan for 2006-2012.

We also welcome your contributions to this newsletter, which will be published on a quarterly basis.

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Best Wishes

From Deborah C. Fontaine, Ph.D., Former Chair, Strategic Plan Steering Committee and Chief of Staff

As I look back over the time spent leading the development of VISION 2012; it was an honor and privilege, for me, to be a part of an exciting strategic planning process. Everyone got involved. It was a collective effort and I am very proud of what we accomplished.

The VISION 2012 brochure, calendar, planning kit, and the new website being launched this fall are tools to keep VISION 2012 in the forefront of everyone's thinking—reinforcing strategic initiatives and reminding students, faculty and staff where the University is going.

Now as the journey begins to fully implement VISION 2012, I am confident UVI will transform its future and be recognized as the premier higher education institution in the Caribbean—putting students first, modeling excellence and serving the people of the Virgin Islands.

I will miss being a part of UVI's continued success. Best wishes for a successful new academic year.

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Lessons Learned

Broadened responsibilities and inclusion for enhanced communication, decision making, and integration of ideas and perspectives

Discovered the necessity of improvement and integration of our systems and processes to achieve goals and objectives

Gained awareness of limitations created by our current capacity challenges and necessity of training employees to build institutional capacity. Capacity refers to the level of output or productivity in terms of personnel, expertise/skills, financial resources, and/or infrastructure required to support the University's mission.

Discovered the cost requirements necessary to implement strategic thrusts

- Outside expertise
- Time and effort

Collected more data and performed more thorough analysis

Reached out to new partners and found new methodologies to achieve outcomes

Learned to work cross-functionally to identify and actualize accountability throughout the institution

Recognized the necessity of investing our resources in an integrated, performance-based planning system

Understood more fully the ongoing nature of implementing select Strategic Thrusts

- Program quality
- Financial diversity





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- Board of Trustee Engagement
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Strategic Thrusts 1-6

1. Educational Outreach

Increase the number of collaborative programs with the Department and Board of Education intended to improve the quality of education in the territory.

Criterion 1.1

All teachers trained by UVI meet VI certification requirements by 2003. *Achieved*

This objective was achieved in FY 2005 when the teacher education program was realigned to meet VI teacher certification requirements.

Criterion 1.2

Increase the number of middle and high school students enrolled in community and grant-supported academic enhancement programs at UVI from 120 to 250 by 2005. *Achieved & Exceeded*

During FY 2004 and 2005, approximately 791 middle and high school students participated in a variety of academic enrichment programs sponsored by the University. These programs included, but were not limited to, SAT Preparation Workshops, Saturday and Summer Science Enrichment Academies, Upward Bound, Children's Literacy Program, Accounting Summer Institute, College Business Residency Program, Health Careers Opportunity Program, and the Regional Program for Monetary Studies. Additionally, through the national Reading is Fundamental grant, the University provided books to 200 St. Croix school children.

Criterion 1.3

Reorganize the teacher education program to incorporate VI teacher certification requirements for FY 2004. *Achieved*

The Education Division realigned its undergraduate elementary education program to fully comply with the Virgin Islands teacher education certification criteria. Additionally, VI certification requirements for the Master's of Arts in Education (M.A.E.) in School Administration and Counseling have been completed.

Criterion 1.4

Offer institutes, enrichment academies, and/or mini-sessions to generate

revenue for FY 2005. *Achieved*

For FY 2005, the University collaborated with the VI Department of Education (DOE) to offer several education courses geared toward elementary and secondary school teachers to assist them in meeting VI Board Certification requirements. In addition, the Education Division continues to provide instruction for the school psychology program with the student cohort entering the last year of internships. UVI also collaborated with the VI DOE to develop USVI DOE District Improvement Plans and the No Child Left Behind Act Compliance Workbook. The Humanities and Social Sciences Division hosted the Virgin Islands Writing Project to train fifteen teachers as training consultants who can assist classroom teachers in new techniques for teaching writing in the classroom. These initiatives, supported by contracts and grants, also generated revenue for the University.

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2. Social & Economic Research

Emphasize and promote research programs that focus on local and regional social and economic problems.

Criterion 2.1

Increase the number of papers that address specific local and regional social and economic problems to four per year in 2003. *Achieved*

Six papers addressing local and regional social and economic problems were produced in 2003, and the generation of papers continued through FY 2004 and 2005.

Criterion 2.2

Increase grants and contracts focusing on local and regional social and economic problems to eight and ten, respectively, for FY 2004 and 2005. *Achieved & Exceeded*

During the 2004 and 2005 fiscal years, UVI received thirty-two research grants and contracts that focused on local and regional social/economic problems and totaled more than \$14 million. In 2004, seventeen grants and contracts were awarded to the University, including the Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR) (\$1.225 million of \$4.5 million grant sponsored by the National Science Foundation over the years 2003 to 2007), the UVI Family Life Center (\$250,000), and the VI Home Water Quality (\$36,231). In 2005, fifteen grants and contracts were received, totaling \$3,513,774. Examples include the Nursing Workforce Diversity program (\$186,657), VI Centers of Excellence in Partnerships for Community Outreach, Research on Health Disparities and Training (\$382,671), Institute of Museum and Library Services (\$965,910), UVI Wellness Center (\$275,000), and AIDS Education Training Center (\$150,000).

Criterion 2.3

Increase the number of publications supporting policy development to an average of three to five per year between 2003 and 2005. *Achieved*

Four policy development publications were generated for FY 2005.

3. Teaching & Learning

Increase the collaboration and cooperation across organizational units to address teaching effectiveness and student learning outcomes.

Criterion 3.1

Increase cross-collaborative teaching projects from two in FY 2002 to five in FY 2004. *Achieved & Exceeded*

Faculty members engaged in twelve collaborative teaching projects for the 2003-2004 fiscal year.

Criterion 3.2

Increase cross-collaborative research projects and assignments from two in 2002 to six for FY 2004. *Achieved & Exceeded.*

Faculty and staff were involved in eight collaborative research projects that included, but were not limited to, the Department of Planning and Natural Resources, Water and Power Authority, Virgin Islands Environmental Research Station (VIERS), and the University of South Carolina.

4. Marketing & University Relations

Enhance the University's image and reputation in the community by creating better alignment with its contributions and impact on the future of the Territory.

Criterion 4.1

Develop at least two approaches by 2003 that demonstrate UVI's engagement and encourage a positive image in the community. *Achieved*

Through consistent media exposure and purposefully increased partnerships with VI governmental agencies, the University received significantly more positive press as well as recognition of the University's leadership role within the community. Examples include selection of the President as Person of the Year by the Rotary Club of St. Thomas II and as Woman of the Year by the St. Thomas Business and Professional Women's Organization. The University sought and received significantly increased financial support from the community as well as the private sector in support of the President's inauguration.

During the year, the President's communications strategy was developed and implemented to augment the University's overall Communications Strategy. The President's strategy focused on targeting key audience sectors, including but not limited to faculty, staff, students, alumni, the business community, Virgin Islands Government, and philanthropic constituents. Candid input was sought from key internal stakeholders, which led to recommendations for enhancing future interactions on the part of the President. The President spent more than half of her time interacting with external

stakeholders.

Criterion 4.2

Develop a communications plan by spring 2003. *Achieved*

Public Relations developed a UVI Marketing and Communications Plan to enhance the University's public image through FY 2005. Additionally, the University developed and approved a new branding theme for UVI - Specializing in Futures.

Criterion 4.3

Implement the Marketing and Communications Plan to enhance the University's public image in ways that will augment institutional success for FY 2004. *Achieved*

The communications plan was expanded. Additionally, the University established a consultancy agreement to implement a comprehensive branding and marketing campaign by late fall 2004. By developing and marketing a strong UVI brand that emphasizes quality and success for its graduates, the University anticipates local, regional, and global perceptions of the institution to improve.

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5. Board of Trustees Engagement

Increase the Board of Trustees' participation in the achievement of the Strategic Plan.

Criterion 5.1

Involve 75% of the Board in UVI events, public activities, and fundraising by FY 2004. *Achieved*

The UVI Board of Trustees continues to be actively involved in all major UVI events, public activities, and fundraising. These events include Commencement, Convocations, Charter Day, Afternoon on the Green, Alfred O. Heath Distinguished Lecture Series, Reichhold Center Season Opening, Employee Service Awards Ceremony, donor receptions, and other activities. Eighty-five percent of Board members participated in at least one major event during the year. Overall, the Board's engagement and participation at the University was commendable for 2003-2004.

A number of strategies were initiated to enhance ongoing interactions with the Board of Trustees. The strategies included, but were not limited to, personal invitations to attend UVI events, email updates on University events and achievements, shared published materials, one-on-one meetings with Trustees, and regular meetings with the Chairman. The impact of more personal interactions with the Board is enhanced knowledge and understanding by Trustees of University issues, and stronger relationships that have facilitated governance and helped the administration realize the strategic objectives stipulated in the 2000-2005 Strategic Plan.

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6. Research & Technology Park

Establish/expand the Research and Technology Park on St. Croix.

Criterion 6.1

Pass legislation by 2002. First contacts with tenants in 2003. *Achieved*

The UVI Research and Technology Park (RTP) signed its first tenant, Crucian Global, and opened for business on the St. Croix campus in August 2003. The VI Government awarded the University \$2.5 million to support start-up operations for the RTP.

The RTP made significant progress during FY 2004. Release of the \$1.5 million appropriated for the Park's start-up operations has provided sufficient working capital that will be used to finance administrative operations for the next two years. The Park business plan was developed and title for one of two parcels of land was received. The Park's infrastructure plans are progressing and the Park's St. Croix office on the St. Croix campus is open for business.

Crucian Global has signed a joint partnership agreement with KD-Web (a web hosting company based in California) that provides capital and the support structures to facilitate achievement of the Park's major deliverables. In addition, the UVI RTP and the UVI Small Business Development Center (SBDC) are collaborating to introduce the Small Business Administrations' Small Business Innovation Research Program (SBIR) to the Territory.

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Strategic Thrusts 7-12**7. Community Engagement & Lifelong Learning**

Create an organizational capability to engage in local consulting activities.

Criterion 7.1

Complete the integrated organizational structure by 2003. *Achieved*

The Community Engagement and Lifelong Learning Center (CELL) developed an integrated organizational structure to support UVI consulting activities, and in collaboration with Hezel Associates developed an institutional policy to support entrepreneurial activities.

Criterion 7.2

Contribute \$35,000 in net revenues to the General Fund by FY 2004. *Not achieved*

Criterion 7.3

Increase the number of local consulting engagements to a minimum five per year, which will contribute \$100,000 in net revenue by 2005. *Not achieved*

Criterion 7.4

Contribute \$65,000 in net revenues to the General Fund by FY 2005. *Not achieved*

Criteria 7.2, 7.3, and 7.4 were not achieved primarily for the following reasons:

- CELL was established in 2002. In order to provide start-up funding, CELL was included as part of the five-year Title III grant through the U.S. Department of Education. CELL was approved as one of the five initiatives sponsored under Title III, and was fully funded at \$320,000 per year which covered all salaries and operating expenses. This funding allowed CELL to generate gross revenues. The assumption in use when criteria 7.2, 7.3, and 7.4 were established was that CELL would be able to generate sufficient revenues to contribute to the General Fund.
- However, in February 2004, the U.S. Department of Education discontinued CELL from the Title III program. Simultaneously, the University was informed that all revenues generated by CELL while being supported with Title III funds were deemed 100% restricted and therefore considered Title III program income. This federal restriction stipulated that revenues generated by CELL had to be re-invested into the Title III



program.

- Additionally, the discontinuation of Title III funding (covering salaries and operating expenses) resulted in a funding gap for CELL. All revenues generated by CELL from February 2004 going forward were used to assist in closing CELL's funding gap. The remaining portion of the funding gap was subsidized through appropriations dollars.
- Although not able to contribute to the General Fund between FY 2002 and FY 2005, CELL did generate over \$500,000 in revenues through training, grants, consulting contracts, private donations, and management fees.

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8. Financial Diversity

Build a diversified financial base that balances operating funding needs against long-term financial requirements for sustainable growth.

Criterion 8.1

Contribute \$240,000 from Annual Giving Fund to the General Fund for FY 2004.

Achieved

Criterion 8.2

Contribute \$360,000 from Annual Giving Fund to the General Fund for FY 2005.

Achieved

Criteria 8.1 and 8.2 were achieved by moving some unrestricted donations from the Annual Fund to the General Fund and by attracting some restricted Annual Fund donations to support a number of operational projects which might otherwise have been supported by appropriation dollars. Those projects for FY 2004 and 2005 included the Accounting Summer Institute, Future Global Leaders, and the Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR).

Criterion 8.3

Reduce auxiliary subsidies by \$565,000 for FY 2005. *Not achieved*

The University did achieve a reduction in appropriation subsidies for auxiliary services of \$465,000 for FY 2004 and 2005, based upon recognition by the Board of Trustees' Finance Committee of the hybrid, multi-function nature of the Sports and Fitness Center (SFC). SFC has met its 25% revenue-generating requirement when the E&G functions are fully taken into account. The other auxiliaries are functioning at self-sustaining levels.

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9. Campus Restructuring

Reorganize/realign academic programs on both campuses to help the University become stronger, more efficient, and more competitive.

Criterion 9.1

100% of the programs should be aligned with the vision by 2004. Develop alignment criteria by 12/2002. *Achieved*

Efforts to align academic programs with the University's vision were started during FY 2003, along with the development of cost and revenue data by program. Based on criteria developed by a task force, all UVI programs were deemed aligned to the vision to offer programs supporting the social and economic transformation of the Territory. The data from this review was incorporated into the program rationalization initiative presented to the Board, as part of the academic restructuring plan, in October 2004.

Criterion 9.2

Restructure campus academic identities and realign and/or consolidate program offerings to reduce costs by \$250,000 for FY 2005. *Not achieved*

Moving to a fully activated, academic Provost's component, with a CEA on each campus for student affairs, operations, and security, as well as the change from six divisions/twelve chairs to five divisions/five chairs, provides a more efficient, competitive framework for continuously improving our academic programs. Restructuring was achieved by the beginning of fall 2005; however, the timing of the implementation of academic restructuring (July 1, 2005) did not allow for complete realization of cost savings in FY 2005.

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10. Community Engagement & Lifelong Learning

Meet customer and territorial needs for non-degree and non-traditional programs.

Criterion 10.1

Increase the number of students enrolled in non-degree, non-traditional programs from sixty in 2002 to 300 by 2004. *Achieved*

CELL has consistently exceeded institutional targets and expectations for its growth and development. CELL's enrollment grew from sixty in 2002 to 658 in FY 2004, and by the end of FY 2005, approximately 1,500 students had participated.

CELL also made significant progress toward creating a consulting and professional services component. An assessment was conducted in 2004 during which more than thirty companies expressed an interest in consulting and other professional services. Several contracts were secured with a number of agencies including the Law Enforcement Planning Commission, Prosser ICC Foundation, and Department of Planning and Natural Resources.

The number and breadth of courses and programs offered by CELL has grown significantly. From offering only one course in 2002, CELL's program inventory grew to over 100 by FY 2004. Partnering with an online training company in FY 2005, CELL is scheduled to offer online courses for eighty new programs, spanning five disciplines. To affirm its program quality and enhance marketability, CELL was accredited by the International Association of Continuing Education and Training (IACET), and captured the American Management Association (AMA) franchise for the Eastern Caribbean and Puerto Rico.

During FY 2005, CELL, in collaboration with members of the Virgin Islands healthcare community, launched an initiative to train home healthcare workers. To date, thirty

students have been trained territory-wide. The Governor also designated CELL to manage the Occupational Safety and Health Assistance (OSHA) technical support and consultation program for Virgin Islands businesses.

CELL's impact on the community has been highly visible in both the private and public sectors. This is a valuable asset to the University's image and reputation. It is clearly a growth area for UVI with respect to revenues and services. Challenges and opportunities will continue as the University attempts to develop and grow synergistic interactions between traditional academic programs and CELL.

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11. Campus Restructuring

Develop unique programmatic identities for each campus.

Criterion 11.1

Each campus will be identified with at least three unique programs or Centers of Excellence. *Achieved*

The unique program or Center of Excellence is defined by looking at the resource/demand relationship for particular programs on each island. On St. Croix, the three unique programs are the Associate of Applied Science (A.A.S.) in Process Technology, agricultural research in aquaculture and selected tropical livestock, and the Reserve Officer Training Corps (ROTC) program. On St. Thomas, the three unique programs are marine biology, pre-engineering and pre-medical school programs, and the journalism component of the Communication Studies degree. Efforts to market these unique campus programs will be accelerated as part of VISION 2012.

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12. Student Retention

Improve the student's educational experience through enhanced advising, academic support, student services, financial support, and campus life initiatives.

Criterion 12.1

Initiate in FY 2002 a program assessment strategy. *Achieved*

In FY 2002, UVI engaged a consultant to develop the parameters for program assessment, and a first set of program assessments was conducted in the six academic divisions. These assessment parameters included, but were not limited to, credit hour production by faculty and program; revenues generated by course, program, and campus; and costs expended per program by campus. As the University moves forward under VISION 2012, these data will be utilized to continuously enhance the operational efficiency and effectiveness of all educational programs.

Criterion 12.2

Develop a tool to measure student satisfaction by spring 2002. *Achieved*

The Office of Institutional Research developed and implemented internal surveys to

measure student satisfaction. These surveys targeted freshmen and seniors. Survey results indicated the need to conduct further research utilizing nationally-oriented instruments (e.g., Noel-Levitz) to gain a more comprehensive assessment of student perceptions of institutional strengths and areas in need of improvement.

Criterion 12.3

Initiate academic support and student services assessment plan of action for FY 2004. *Achieved*

Utilizing consultants, outside reviews and action reports were conducted and completed. Operational examinations were conducted for the Enrollment Management division, the Human Resources Office, and the post-award grants management process. Action reports were prepared and the results used within the University to determine effective strategies for enhancing the level and quality of support and services provided.

Criterion 12.4

Measure student satisfaction using multiple approaches for FY 2005. *Achieved*

During FY 2005, the University conducted several surveys to assess student satisfaction, including the Noel-Levitz Student Satisfaction Survey and the National Survey on Student Engagement (NSSE).

These processes allowed UVI to better assess and examine student attitudes and perceptions of institutional strengths and challenges with a variety of measures. All of the surveys have highlighted that the University must focus more on the student learner, a necessity that will be addressed in VISION 2012.

Criterion 12.5

Increase freshman to sophomore retention rate from 63% in 2001 to 80% for FY 2006. *Not achieved*

The retention rate for first-time, full-time freshmen is now 72%, up from 56% in 1999. This retention rate is significantly higher than the national average (40% - 45%) for four-year public universities, and compares favorably with UVI's peer institutions (68%), and peer HBCU's (69%). Several strategies have been implemented to enhance student success and bolster retention. These include peer support services, mandatory freshmen seminars, academic services, psychological assessments and referral services, and online tutorial support. Efforts to enhance the retention rate will continue as part of VISION 2012. (The Planning Committee of the Board had several discussions regarding the 80% retention goal for first-time, full-time freshmen and acknowledged that UVI's freshman retention rate compares favorably with other institutions. Their informal conclusion was that a long-term goal of 80% is unnecessarily ambitious.)

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13. Enrollment Management

Increase enrollment by balancing the student compositions to achieve revenue generation targets.

Criterion 13.1

Targeted population enrollments will increase by 10% for fall 2002 and by another 10% in fall 2003. *Not Achieved*

Enrollment increased by 10% and 7.8%, respectively, for fall 2002 and fall 2003. The student headcount was 2,519 for 2002 and 2,715 for 2003.

Criterion 13.2

Increase graduate class size from nine in 2001 to twelve in fall 2002. *Not Achieved*

Since fall 2000, graduate student enrollment increased from 154 to 207 for fall 2005, a 34% increase. However, the average graduate class size did not increase, primarily due to an increase in the number of classes offered and low enrollment in the Master of Arts in Public Administration (M.P.A.) program.

Criterion 13.3

Increase contribution to total revenues from tuition and fees to at least 20% by FY 2005. *Achieved*

The University has made progress increasing tuition and fees. As a contribution to total operating revenues, tuition and fees increased from 20.97% in FY 2000 to an estimated contribution of 23.89% for FY 2005. Rates for tuition and fees were increased by 10% in 2004 and 2005.

Criterion 13.4

Increase enrollment by a minimum of 5% for fall 2004 and fall 2005, respectively. *Not Achieved*

Enrollment for fall 2004 and fall 2005 declined by 5.5% and 6%, respectively. The total headcount for fall 2004 was 2,565 with a Full-time Teaching Equivalency (FTE) of 2,158 and credit hours of 25,525. For fall 2005, enrollment was 2,392, a 7% decline over 2004.



The FTE was 2,056, and credit hours were 24,312, marking a decline of 5% for both categories over fall 2004. An action plan for enhancing enrollment in the future will be forthcoming.

Criterion 13.5

Increase revenue contribution from tuition and fees by \$1.06 million for FY 2005. *Achieved*

Since fall 2000, the University realized a \$1,063,976 increase in revenues from tuition and fees. This revenue gain was largely attributed to a 10% tuition rate increase and varying increases in University fees that became effective January 2004 and August 2005. Tuition and fee revenues for 2005 are estimated at \$8.6 million, a 12.4% increase over FY 2004.

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14. Faculty/Staff Hiring & Retention

Improve the University's ability to attract and retain faculty and staff by enhancing the work experience, opportunities for professional development, and satisfaction.

Criterion 14.1

Identify benchmark institutions by 12/2002. *Achieved*

Twenty-one benchmark institutions were identified for comparative purposes based on size of enrollment, public/private status, Carnegie classification, and other similarities to UVI. The benchmark institutions are Albany State University, Alcorn State University, Coppin State University, Delaware State University, Eastern New Mexico University-Main Campus, Elizabeth City State University, Fort Valley State University, Francis Marion University, Inter American University of Puerto Rico, Kentucky State University, Mississippi University for Women, Mississippi Valley State University, Savannah State University, Sul Ross State University, Texas A & M International University, University of Guam, University of Hawaii-Hilo, University of Texas of Permian Basin, UNC-Pembroke, and Winston-Salem State University.

Criterion 14.2

Initiate a faculty and staff satisfaction and performance measurement program by 2003. *Not Achieved*

A survey of faculty and staff satisfaction was conducted in 2003. The survey found that "employees are very pleased with many aspects of the University; however, they would like to see the compensation system improved based on merit, fairness, and competitiveness." A faculty and staff satisfaction and performance measurement program, however, has not been established.

Criterion 14.3

Develop a plan in FY 2004 for Board of Trustees review and approval to award a salary increase or a bonus to faculty and staff for FY 2005. *Achieved*

Because of deteriorating financial conditions between January and March 2005, the President presented a number of options to the Board in March 2005 for the purpose of enhancing morale and support for University faculty and staff. Following the review of several compensation options, the President recommended and the Board approved a proposal that would pay merit awards in a one-time, lump sum payment using the Quasi-Endowment as the funding source. This decision has allowed faculty and staff to feel more valued within the University community. Since then, the University has institutionalized the Compensation Committee and new policy guidelines are being drafted.

Criterion 14.4

Revise the performance evaluation system for enhanced assessment of human resources for FY 2005. *Not Achieved*

In FY 2005, the University approved a new five-point performance rating system to replace the previous four-point rating system. The Board of Trustees also approved a resolution that removed the merit award system from the performance evaluation system and proposed the development of a new incentive award program that will be linked to achievement of strategic plan goals as outlined in VISION 2012. A set of policy recommendations and a new incentive award program are currently under development to address cost of living (COLA), market, and equity adjustments.

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15. Academic Quality

Ensure that the academic quality of UVI Programs is equal to a comparable group of competitive institutions.

Criterion 15.1

Implement Comprehensive Outcomes Assessment Program to sustain accreditation and enhance educational (student learning) and institutional effectiveness for FY 2004. *Achieved*

Launched in January 2004, the Comprehensive Outcomes Assessment Program focuses on enhancing institutional effectiveness/performance and student learning outcomes in compliance with the Characteristics of Excellence accreditation standards mandated by the Middle States Commission on Higher Education. A number of initiatives were implemented to enhance institutional effectiveness as part of this program. An example of an initiative to impact student learning was an online tutorial for nursing students to help increase their success rate on the nursing licensure exam.

UVI began assessing student learning outcomes during spring 2004. Each academic division developed assessment plans and began collecting data during the spring 2004 semester.

Criterion 15.2

Build and strengthen Institutional Research Office capabilities for FY 2004. *Achieved*

The Office of Institutional Research and Planning, under new leadership since March 2004, has strengthened the University's capacity and systems to facilitate the collection and analysis of data to support planning, budgeting, and decision making.

Criterion 15.3

Increase success rates of UVI graduates on post-graduate tests by FY 2004. *Not Achieved*

Post-graduate tests refer to licensure and qualifying graduate exams for graduates coming out of professional programs. UVI nursing graduates are required to take a post-graduate test to validate their competencies. The pass rate for UVI nursing graduates taking the National Council Licensure Examination (NCLEX) in 2004 was 100%. The only other professional program whose graduates take post-graduate tests is accounting, for which students can elect to take the CPA exam. However, without baseline data for CPA success rates, results could not be measured.

Criterion 15.4

Improve student perceptions of academic quality from fair to 80% good for FY 2005. *Not Applicable*

This criterion is noted "not applicable" by the Board. Historically, student perceptions of academic quality have been good to very good based on internal studies - not "fair" as stated in the original criterion.

During FY 2005, two national surveys were conducted that reaffirmed students' perceptions of academic quality. According to the National Survey on Student Engagement (NSSE), 84% of seniors and 73% of freshmen ranked their educational experience at UVI between good and excellent. The Noel-Levitz student satisfaction survey noted several areas of strength relative to instructional effectiveness. Those areas included faculty knowledge, quality of instruction, commitment to academic excellence, and course content. Areas of challenge included variety of courses offered and faculty concern for the individual. A complete review of the Noel-Levitz survey results is available [here](#).

Criterion 15.5

Develop mechanism for monitoring UVI graduates' success entering graduate programs for FY 2005. *Achieved*

The University used the National Student Clearinghouse (NSC) system to track the number of UVI graduates entering graduate or professional schools throughout the United States as part of its annual Title III funding application process. Following an assessment of the NSC's effectiveness, this approach is being considered for long-term use by Institutional Research and Planning.

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16. Process Redesign

Reengineer and reorganize work processes and organizational functions using information technology to generate cost savings of \$300,000.

Criterion 16.1

Develop an operational productivity measure by the end of 2002. *Not Applicable*

The Planning Committee of the Board of Trustees agreed that this criterion was not appropriate, and that instead, the University would develop multiple measures to assess operational levels of productivity throughout the institution.

Criterion 16.2

Realize cost savings of \$120,000 for FY 2004 and \$180,000 for FY 2005. *Not Achieved*

No significant cost savings have been realized due to the untimely death of the administrator leading this project. The redesign efforts initiated in 2004 were procurement, human resources appointment, and student communications. These initiatives and the redesign of other administrative and student support services are key objectives in VISION 2012, and will move forward under the leadership of the Vice President for Information and Technology Services in collaboration with the Provost, Campus Executive Administrators, and Vice President for Administration and Finance.

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17. Teaching & Learning

Improve student learning through integration and utilization of technology in the teaching process.

Criterion 17.1

Revise the Computer Literacy Exam (CLE) for FY 2004; implement a new CLE for FY 2005. *Not Achieved*

The Academic Technology Committee successfully developed a revised approach to the Computer Literacy Exam (CLE) and associated learning support. However, the lack of a decision regarding organizational responsibility for implementation has delayed approval by the Curriculum Committee. The goal remains for the University to implement a CLE based on best practices and current research that will shift the approach from self-paced learning to a pace that is more proactive in making students proficient in the use and understanding of information and communication technologies. Implementation of the new exam and learning support will be scheduled following approval of the new regulation and supporting training.

Criterion 17.2

Continue the integration of IT skills application across the curriculum as part of assessment of student learning outcomes for FY 2005. *Not Achieved*

As the use of technology across the curriculum increases, students will be required to gain proficiency in the use of basic software applications for word processing, email, and Microsoft PowerPoint, as well as proficiency in navigating the University's web-based learning system, Blackboard. In response to the increased learning requirements for students and the need for faculty to be more adept at infusing technology into instruction, a training program in Blackboard and other technologies was piloted during the 2004-2005 academic year. The experience gained from this training program is guiding the reorganization of technology and library components to focus resources on professional development for faculty. This resource center will provide self-paced, web-based learning, required training sessions in the new library computer labs, and stronger integration of

information and computer literacy across the curriculum, in cooperation with the Library Services component. Overall, this collaboration is one of many initiatives being implemented to support the enhancement of teaching and learning at the University.

Criterion 17.3

Continue the enhancement of faculty IT skills and use of technology in teaching strategies for FY 2005. *Achieved*

Faculty members continue to increase the use of information and communication technology in courses taught. Six "Smart Classrooms" were created in spring 2005, and six additional rooms will be outfitted by the beginning of fall 2006. These classrooms provide faculty with state-of-the-art presentation software, which is essential to weaving technology into the everyday classroom. In support of these efforts, extensive training in the use of Blackboard was provided to faculty during the 2004-05 academic year. This training allows faculty members to use the web to communicate and interact with students and to provide course materials online. To date, approximately 80+ courses include Blackboard components and are actively utilizing web-based information technology as part of the learning process. In addition, the 2005 Faculty Development Institute included a number of sessions on Technology and Pedagogy.

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18. Physical & Technological Resources

Upgrade the University's physical and technological assets to augment the achievement of institutional goals.

Criterion 18.1

Identify deficiencies in relationship to the Plan 2000 initiatives by 4Q2002. *Achieved*

Gaps in the University's physical and technological assets were identified by the then Chief Information Officer (CIO) and integrated into Plan 2000-2005 by the Strategic Plan Steering Committee.

Criterion 18.2

Implement capital projects to relieve physical plant constraints as funding becomes available. *Achieved*

Through the successful sale of \$21 million in Series A Bonds, the University has \$19 million to support Phase II Capital Projects for St. Croix and St. Thomas, as outlined in the Master Plan. The implementation schedule has been developed and projects are being implemented.

Criterion 18.3

Develop a technological infrastructure plan to use in academic training and to optimize operational efficiencies for FY 2004. *Not Achieved*

A preliminary Strategic Technology Plan was developed in FY 2004 based on an internal evaluation of operational issues and an external assessment on the capabilities of UVI's network. The Technology Plan was not finalized due to the untimely death of the CIO who

was responsible for its development.

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Conclusion**Conclusion**

The activities UVI has engaged in as a result of the 2000-2005 Strategic Plan have strengthened the University as a collaborative community.

The lessons learned from the creation, enactment, and completion of this Plan have prepared the UVI community for the initiation of VISION 2012. The matters of continuing interest noted below have been incorporated into VISION 2012.

Matters of Continuing Interest

- Enhancing enrollment
- Enhancing academic quality through program rationalization
- Improving compensation to enhance recruitment & retention of staff/faculty
- Reengineering work processes for greater efficiency & effectiveness
- Strengthening educational and institutional effectiveness
- Improving assessment of student learning outcomes
- Reducing operational costs for enhanced efficiencies
- Expanding CELL to meet territorial training needs
- Redesigning information technology infrastructure

The achievements realized between 2002 and 2005, under the guidance of the 2000-2005 Strategic Plan, have better positioned UVI to move forward and become an exceptional U. S. institution of higher education dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the U.S. Virgin Islands.



As we begin to implement a new strategic plan, Vision 2012, we can look back with pride to the guidance provided by this five-year plan. It laid the groundwork for us to reach further and expect more of the journey ahead.

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Strategic Areas of Focus:

- **Educational Excellence**
- Institutional Improvement
- Financial Sustainability
- Community Engagement

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2012 Spotlight

Over the next several years, we plan to accredit all of our professional programs and develop internal standards to assess the quality of programs consistent with best practices. We will increase enrollment by enhancing recruitment, registration, and enrollment related services.

Strategic Area of Focus: Educational Excellence

GOALS: Create a learner-centered experience that fosters academic excellence and student success through innovative teaching and high quality academic and student support programs.

How We'll Get There

As our first core value states - students first. That overarching commitment compels us to seek ever-higher degrees of excellence for our students. As part of VISION 2012, UVI will offer high quality, outcomes-based academic programs that are flexible and responsive. Over the next several years, we also plan to accredit all of our professional programs and develop internal standards to assess the quality of programs consistent with best practices. We will increase enrollment by enhancing recruitment, registration, and enrollment related services.

Student success can only come with increased retention and graduation rates, which we will focus on during this strategic plan period. We will pursue ways of creating an engaging, student-centered environment that promotes school spirit and institutional pride. In our never-ending quest for excellence and community relevance, we will also increase scholarly, research, and outreach activities that enhance student learning, respond to community needs, and generate new knowledge that also meets peer-reviewed standards.

Click here for more detail about this area of focus, including goals, operational objectives and measures of accomplishment.



"At UVI, I'm learning exactly what I dream of becoming - a successful hotel or villa owner. It's that personalized. Classes keep getting more hands-on and, I'm meeting new friends from all over the world. At the same time, more students and professors are working together online... the technology is really improving. This is a great time to be at UVI."

Tamica Lawrence '07, Business and Administration Marketing major



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2012 Spotlight

To make this a more "customer-focused" institution, we will work to enhance customer service delivery and improve operational results through redesigning administrative and educational processes.

Strategic Area of Focus: Institutional Improvement

GOALS: Insure that the strategic goals and objectives are met by enhancing the capacity of the University to achieve results.

Paths to Enhancement and Improvement

Improving the level of excellence in education at UVI requires that we put in place new and streamlined processes for improving the institution as a whole. Over the next several years, we will reward superior performance and foster individual and group success through advancement of compensation strategies and investment in training, professional development, and cross-functional activities. To make this a more "customer-focused" institution, we will work to enhance customer service delivery and improve operational results through redesigning administrative and educational processes.

Good communication depends on good information flow, and is part of our effort to improve our institutional systems. To that end, we will be enhancing the University-wide information and data flow by upgrading internal communications infrastructure systems. Also, to optimize the successful implementation of VISION 2012, we will develop an integrated planning, assessment, and evaluation system. With improved communications systems, we will vigorously promote the image and reputation of the University. This will also provide us with new opportunities for strengthening relationships with alumni and alumni association chapters through outreach, support, and education.

Click here for more detail about this area of focus, including goals, operational objectives and measures of accomplishment.



"I'm a Crucian, and I come from this community. UVI is important to me because this is my culture and my home. Over the next decade, the University will help the Territory grow as it adds more community-based programs that bring students to the college before they have to make their final decisions about higher education... and not just students from the Virgin Islands, but from throughout the Caribbean and the mainland, as well."

Tioneve Veira '07, English major



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Strategic Areas of Focus:

- Educational Excellence
- Institutional Improvement
- **Financial Sustainability**
- Community Engagement

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2012 Spotlight

We will assess and enter markets for UVI products and services that might have the potential to provide significant new revenue.

To meet internal and external demands, institutional goals and cost reductions, we will implement improved financial management systems.

Strategic Area of Focus: Financial Sustainability

GOALS: Enhance and diversify the University's financial base through the development of new revenue streams and realization of cost savings.

Stability and Strength for a New Century

For UVI to continue to develop its capacity as a leading institutional resource for the Caribbean and provide outstanding educational opportunities for the communities we serve, we will need to be a nimble and fiscally sound operation. To that end, during this strategic plan period, we will focus on several areas to assure our long-term viability.

We will assess and enter markets for UVI products and services that might have the potential to provide significant new revenue. To meet internal and external demands, institutional goals and cost reductions, we will implement improved financial management systems.

Our increased communications capacity will serve us well as we seek to increase annual giving targets and insure capital campaign objectives are appropriately linked to institutional, student, and academic needs. Finally, we will increase mission-centered grant acquisitions that support and promote research and community development.

Click here for more detail about this area of focus, including goals, operational objectives and measures of accomplishment.



"UVI has to be a strong partner with the community to encourage everyone to be part of the Islands' future. For example, we will be one of the first universities to adopt wind turbines as a source of renewable energy. We will use wind energy to reduce our energy costs and consumption of local resources. That's a creative way to demonstrate good corporate citizenship."

Paul Remy '09, Computer Science major



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- **Community Engagement**

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2012 Spotlight

We will enhance the quality and relevancy of community-oriented programs through increased collaboration with education, business, health, human services, art, labor, and other community sectors.

**Strategic Area of Focus:
Community Engagement**

GOALS: Become a leader and partner with the community to address social, economic, environmental, political, educational and cultural issues impacting the U.S. Virgin Islands through a range of higher education initiatives.

A Valued Community Resource

UVI is committed to serving the U.S. Virgin Islands with programs and resources designed to strengthen both the University and the Territory. We will continue addressing critical issues for improving public education in the Territory through our work with the Virgin Islands Department of Education. We will also enhance the quality and relevancy of community-oriented programs through increased collaboration with education, business, health, human services, art, labor, and other community sectors.

To expand our role in the community, we will develop new and additional consulting services, directed research, and technical support aimed at addressing issues impacting the community. To support the continued expansion of valuable workplace and personal development skills, UVI will offer more certifications, workforce training, continuing education, lifelong learning, professional development, and consulting services geared to the unique needs and opportunities represented by the people and communities of the U.S. Virgin Islands.

- The Community Engagement and Lifelong Learning Center (CELL) provides human resource development, consulting, and workforce and professional development training programs critical to the economic prosperity of the Virgin Islands and surrounding Caribbean islands.
- The Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR) promotes the development of local science and technology resources through research and helps to build partnerships between government, non-governmental organizations, and the private sector.



"Being in the CELL program showed me how to turn an interest in helping people into a career. Through it, I was certified as a Nursing Assistant and Home Health Aide in three months, plus I got a chance to see what nursing was like before attending nursing school. Now, I plan to complete my RN in 2010, because I am going part-time. UVI is especially great for adult working students like me who need flexible scheduling."

Emerald Finney '10, Nursing major and certified nursing assistant/home health aide



Click here for more detail about this area of focus, including goals, operational objectives and measures of accomplishment.

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2012 Spotlight

Our increased communications capacity will serve us well as we seek to increase annual giving targets and insure capital campaign objectives are appropriately linked to institutional, student, and academic needs.

Strategic Planning Process

October 16, 2004

Board of Trustees approves planning process

December 2004

Review Mission, Values, Vision; Determine Strategic Priorities

Meetings with Staff Groups

- 12/1 - Research and Public Service, STT

January 2005

Meetings with Staff Groups

- 1/24 - Student Affairs, STC and STT
- 1/26 - Administration and Finance

February 2005

Meetings with Staff Groups

- 2/2 - Enrollment Management
- 2/4 - Information Technology and Libraries
- 2/10 - Business and Facilities, STC
- 2/11 - Institutional Advancement, UVI-CELL
- 2/16 - Business and Facilities, STT
- 2/17 - Chancellor's Office, STT and STC
- 2/23 - Research and Public Service, STC
- 2/28 - Provost's Office

Conduct Noel-Levitz Student Satisfaction Survey

- 2/28 - Graduate Students

Promote Strategic Plan via Media Sources

March 2005

Conduct Noel-Levitz Student Satisfaction Survey

- 3/1-3/2 - Undergraduate Students
- 3/2 - Graduate Students



VISION 2012 covers the planning period 2006 through 2012. The plan culminates in 2012, UVI's 50th anniversary. VISION 2012, as a dynamic process, will be monitored annually and revised as appropriate.

- 3/14-3/24 - Noel-Levitz Process Data

External Stakeholder Focus Group Meetings

- 3/2 - Businesses and Non-Profits, STT
- 3/4 - STC Stakeholders
- 3/9 - Educators, Government Agencies, Legislators

Board of Trustees Meeting

- Update: 2006-2012 Strategic Plan Progress

Faculty Focus Group Meetings (6 sessions)

April 2005

External Stakeholder Focus Group Meetings

- 4/4 - Alumni STC
- 4/5 - Alumni, STT

Conduct Student Focus Group Meetings

- 4/22 - Share Satisfaction Survey Results w/Students, Focus Group Meeting, STC

May 2005

Share Satisfaction Survey Results with Students

- 5/10 - Focus Group Meeting, STT
- 5/9-12 - UVI Community

UVI Town Hall Meetings

- 5/10 - STJ
- 5/12 - STT
- 5/18 - STC

Full Cross Section of UVI Community: Review Mission, Vision, Core Values and Strategic Directions

- Preliminary Resource Requirements for Plan's Implementation

Cabinet Approve Mission, Vision, Core Values and Strategic Directions

June 2005

6/24 - Board of Trustees Retreat, STC

6/25 - Board of Trustees Meeting - Mission, Vision, and Core Values Approved

July 2005

Rework VISION 2012 Framework

Component Heads Full Staff Unit Meetings

- Establish Component Operational Objectives and Measures of Accomplishment

August 2005

Communicate 2006-2012 Plan to University Community and Invite Additional Comments

- Fall Convocation, Additional Follow Up Meetings

October - November 2005

Work with Board of Trustees Planning Committee to Review VISION 2012 Framework

December 2005

Meeting-Full Strategic Planning Steering Committee

- 2000-2005 Closeout Report and Reaffirm VISION 2012

January 2006

Work with Board Chair re: VISION 2012 Framework

February 2006

Work with Board of Trustees Planning Committee to Finalize and Approve VISION 2012

March 2006

Present VISION 2012 to the Board of Trustees for Approval



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UVI's vision statement describes what the University wants to be in the future and publicly declares expected outcomes.

Developed with broad institutional support, UVI's vision is responsive to the University's dynamic environment and articulates what the institution seeks to become within the context of its mission, as stipulated by the Middle States Commission in Higher Education.



The University of the Virgin Islands will be an exceptional U.S. institution of higher education in the Caribbean dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the U.S. Virgin Islands.



2012 Spotlight

We value learning and scholarship for our students, our employees and the community. We recognize the importance of personal growth and seek to continuously learn as an organization while being responsive to our changing environment.

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Core Values

UVI's strength lies in a value system that embodies the principles, ideals and beliefs of its students, faculty, staff, administrators, and trustees, and forms the foundation for UVI's actions. These ten values reveal what UVI strives to become as a University and are essential to ensuring the fulfillment of UVI's mission and vision.



UVI values...

Students First. Students are our most important stakeholders. We value student-centered learning and a campus climate that promotes school spirit. We believe putting students first bolsters enrollment and retention, and responding effectively to student needs promotes satisfaction and commitment to the University.

Learning and Scholarship. We value learning and scholarship for our students, our employees and the community. We recognize the importance of personal growth and seek to continuously learn as an organization while being responsive to our changing environment.

Excellence. We value excellence in all we do. We are committed to upholding high academic standards and providing a nurturing and supportive educational environment. We continuously seek opportunities for improvement.

Teamwork. Teamwork and accountability are essential to achieving institutional goals and objectives. We promote the growth and development of faculty and staff through ongoing training and professional activities. We advocate high standards of performance for students, faculty and staff while creating a supportive environment that encourages individual and group success.

Collegiality and Shared Governance. We believe that students, faculty and staff are partners with the administration in decision making. We believe students, faculty and staff



2012 Spotlight

Integral to UVI's strength, our core values embody the principles, ideals, and beliefs of students, faculty, staff, administrators, and trustees. They form the foundation for all that we do.

stakeholders should be active participants in any proposed institutional change.

Inclusiveness of Ideas. We value mutual respect for everyone, expressed through fairness and equitable treatment. We embrace multiculturalism and recognize the unique contributions of all people. We value open communication and the candid exchange of thoughts and opinions.

Principled Leadership. We believe optimal results are best achieved by collaborating with employees to solve problems and reach solutions. We advocate planning and joint goal setting to advance the mission and vision of the University.

Supporting Our Community. As members of the University, we have a shared responsibility to support our local community through enthusiastic, responsible service. We value our University and encourage the active participation of everyone through cooperation and communication.

Effective Use of Technology. We view technology as a tool to enhance teaching and learning and to improve the effectiveness of our educational and administrative processes.

Equitable Reward System. We support a performance-based system that recognizes and values the contributions of all employees. We value equal opportunity and upward mobility for everyone.



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Mission

UVI's mission clearly defines the University's purpose within the context of higher education, explaining whom the mission serves and what it intends to accomplish. To make it consistent with accreditation standards and best practices, the mission was examined and refocused with broad institutional, alumni, and community participation. The newly clarified mission statement focuses on students, is externally focused, and is grounded in the University's core values.

The University of the Virgin Islands is a learner-centered institution dedicated to the success of its students and committed to enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean through excellent teaching, innovative research, and responsive community service.

Mission Components

Product Scope: Teaching

Current State

Future State

30 undergraduate programs via 5 divisions

4.1.1 - Increased interdisciplinary approaches in existing programs and additional undergraduate partnership programs in allied health and social work

Unaccredited professional programs

4.1.2 - Fully accredited programs in business and education

3 masters degrees and educational specialist degree

4.1.3 - New masters degree programs in marine science, math education, nursing and/or computer science and technology

Participating in University Consortium of Small Island States (UCSIS)

4.1.4 - Developed programs that support participation in UCSIS to encourage internationalization, student exchanges

Online courses in computer science and other selected disciplines

4.1.5 - Expanded use of e-learning in appropriate contexts and markets



2012 Spotlight

We promote the growth and development of faculty and staff through ongoing training and professional activities. We advocate high standards of performance for students, faculty and staff while creating a supportive environment that encourages individual and group success.

Product Scope: Research

Current State

Future State

Local and regional environmental, social and economic research with limited capacity

4.2.1 - Established organizational structure with capacity to support the development of VI and Caribbean communities

\$24 million in sponsored programs (including high profile initiatives such as EPSCoR (Experimental Program to Stimulate Competitive Research) and CMES (Center for Marine and Environmental Sciences))

4.2.2 - Significantly increased level of federal and local grants and contracts in support of nationally recognized Centers of Excellence and student and faculty development

Initiation of renewable energy resources program (e.g. solar energy)

4.2.3 - Expanded renewable energy resources program, including wind turbine and solar, to reduce energy costs

Collaboration with external stakeholders to develop UVI Research and Technology Park

4.2.4 - Collaboration with functioning UVI Research and Technology Park to focus on student and faculty benefits

Relatively low level of faculty research and publications

4.2.5 - Increased faculty research and publications at levels commensurate with peer institutions in the U.S.

Product Scope: Community Service

Current State

Future State

Economic transformation of Territory supported via higher education initiatives through research and public units (e.g. WRRRI (Water Resources Research Institute), CES (Cooperative Extension Service), AES (Agricultural Experiment Station), CMES, ECC (Eastern Caribbean Center), CDC (Conservation Data Center), SBDC (Small Business Development Center), VIUCEDD (Virgin Islands Center for Excellence in Developmental Disabilities) and academic programs

4.3.1 - Recognized leadership role within community to address social, economic, political and cultural issues impacting the Territory

CELL (Community Engagement and Lifelong Learning) and VI-EPSCoR programs developed to address community demand for workforce training and competitive research

4.3.2 - CELL programs expanded in scope and capacity for training, professional development and consulting and a fully developed EPSCoR program

Limited campus venues for various stakeholders to participate in activities and dialogue

4.3.3 - Create community centers on each campus to bring external/internal stakeholders together

Leadership role in developing sports tourism (e.g. Paradise Jam)

4.3.4 - Increased involvement and recognition in sports tourism

Insufficient facilities to meet emerging demand in support of conferences and meetings related to community activities, especially on St. Thomas

4.3.5 - Establish Hotel and Conference Center on STT campus to meet demand

Geographic Scope

Current State

Future State

Students from U.S. Virgin Islands and Caribbean (94% of students are VI residents)

4.4.1 - Increased diversity of student body

4.4.2 - Increased number of international students

4.4.3 - Increased research programs focusing on small island economies

Initial outreach and collaboration initiatives with institutions in the Caribbean and the U.S.

4.4.4 - Expanded outreach to institutions in Eastern Caribbean via e-learning and articulation agreements

Ways to Achieve and Maintain Competitive Advantage

Current State

Future State

External consultants and assessment addressing the need for additional and new skill sets for faculty and staff

4.5.1 - Increased investment in training and professional development for faculty and staff

Non-competitive compensation for employees

4.5.2 - Competitive compensation for staff, faculty and research personnel

Silo-based approaches to leadership

4.5.3 - Cross functional and interdisciplinary approaches to leadership across the institution

Inadequate technological infrastructure to address demands from students, faculty and staff

4.5.4 - Technologically improved infrastructure to support change in instruction, research and management

Advisory Boards for community outreach for Research and Public Service (RPS)

4.5.5 - Advisory Councils established and linked to academic programs, specifically professional and graduate programs

Participation in local (Governor's Cabinet) and national (Higher Education Associations and Commissions) policy and governance institutions and organizations

4.5.6 - Increased leadership role in local and national policy and governance organizations and institutions in support of additional resources and enhanced University reputation

Initial partnering in collaborative agreements for academic and institutional development

4.5.7 - Expanded collaborative partnerships in teaching, research and community service to enhance revenues and enrollment

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Strategic Area of Focus: Educational Excellence



Teaching and learning are the primary purposes of any institution of higher education, whether at the undergraduate or graduate level. Consistent with accreditation standards, an institution's educational offerings must display academic content, rigor, and coherence appropriate for its higher education mission.

Faculty, students, staff, alumni, and the community commented that the quality, variety, and relevancy of the University's academic programs and services needed to be strengthened and/or expanded. Community members recommended that professional programs be accredited; processes and policies be more student-friendly; enrollment-related processes be improved, particularly registration; and workforce training and continuing education efforts be expanded.

These perspectives, coupled with the future state and the SWOT analysis examining the internal and external environments impacting the University, factored into the development of VISION 2012 and resulted in the identification of educational excellence as a key strategic area of focus for UVI to realize its mission and vision.

Strategic Goal #1 supports the desire for high quality educational programs, activities and processes linked to UVI's mission components through the operational objectives and related measures of accomplishment that follow.

Strategic Goal #1: Create a learner-centered experience that fosters academic excellence and student success through innovative, effective teaching strategies and high quality academic and student support programs.

Operational Objectives and Measures of Accomplishment

The following operational objectives and measures of accomplishment detail the specific initiatives and activities required to realize educational excellence at UVI:

1.A. Offer high quality outcomes-based academic programs that are flexible and responsive.



2012 Spotlight

As our first core value states - students first. That overarching commitment compels us to seek ever-higher degrees of excellence for our students. As part of VISION 2012, UVI will offer high quality outcomes-based academic programs that are flexible and responsive.

1. Develop an Academic Master Plan by 9/30/2006. (The Academic Master Plan is a strategic plan for the academic component covering the period 2006-2012. Specifically, the Plan will delineate how Educational Excellence will be achieved by addressing the type and number of graduate and undergraduate academic programs to be offered; the profile of faculty and students; program assessments including the assessment of student learning outcomes, timelines, other key factors; and how these actions will impact the future direction of the University's academic component. Program efficiencies and cost reductions will also be addressed.)
2. Create a technology support system for faculty and students to enhance teaching and learning outcomes by 9/30/2007.
3. Establish a collaborative Center for Excellence in Teaching by 9/30/2008.
4. Establish professional schools for nursing, business, and education by Fall 2008.
5. Create academic learning environments that promote student success and enhance student learning outcomes by FY 2008.
6. Develop protocols and systems for quality assurance and student and faculty support for e-learning by FY 2008.
7. Establish a school or institute for Global and Graduate Education using a consortium-based model in collaboration with other institutions (e.g. University Consortium of Small Island States) by FY 2010.

1.B. Accredite all professional programs and develop internal standards to assess the quality of programs consistent with best practices.

1. Achieve ACE (American Council of Education) accreditation for CELL by 9/30/2007.
2. Achieve ACBSP (Association of Collegiate Business Schools and Programs) accreditation for the undergraduate business program by Fall 2007.
3. Achieve reclassification from a Masters II to Masters I institution via Carnegie Classification by 9/30/2009.
4. Achieve NCATE (National Council for Accreditation of Teacher Education) accreditation for the undergraduate education program by Fall 2012.

1.C. Increase enrollment by enhancing recruitment, registration and enrollment-related services.

1. Realign the Enrollment Management division to realize enrollment growth and process improvements by 12/31/2006.
2. Assess selected deferred payment plan options by Fall 2007, and continue implementation as appropriate.
3. Initiate comprehensive evaluation of enrollment management policies and procedures by 9/30/2006 and implement recommendations by Fall 2007.
4. Develop and implement comprehensive recruitment and marketing strategy and plan by Fall 2007.
5. Implement redesigned New Student Orientation program to enrich student connections to the University by Fall 2007.
6. Explore variable pricing options as a key strategy to increase enrollment of high-ability students by FY 2008.
7. Enroll 2,700 students by Fall 2009, and 3,000 students by Fall 2012.

1.D. Enhance student success while increasing retention and graduation rates.

1. Assess balance of student transfers in and out following the sophomore year and develop appropriate retention strategies by FY 2008.
2. Develop strategies to address gender disparities at UVI by FY 2008.
3. Complete establishment of a Center for Student Success by FY 2009 that includes an

array of academic, counseling, social, and career services. (For example, counseling services to increase success rates of UVI graduates on post-graduate tests)

4. Increase retention rate for first-time, full-time freshmen from 72% to 75% by Fall 2009.

1.E. Create an engaging, student-centered environment that promotes school spirit and institutional pride.

1. Begin operation of the Wellness Center on St. Thomas by Spring 2008.
2. Establish a University-wide Athletic Program connecting both campuses by FY 2009.
3. Implement a UVI BUC one-card debit system for student access to campus services by FY 2009.
4. Establish a Wellness and Fitness facility and program on St Croix by FY 2010.

1.F. Increase scholarly, research and outreach activities that enhance student learning, respond to community needs, and/or generate new knowledge that also meets peer-reviewed standards.

1. Develop a Research and Public Service (RPS) Master Plan linked to the Academic Master Plan by 9/30/2007.
2. Continue leadership role in implementation of the United Nations-sponsored University Consortium for Small Island States.
3. Establish a teacher/scholar model that integrates teaching, scholarship, and research to create a more learner-centered approach to the professoriate by Fall 2008.
4. Establish a Center for Marine and Environmental Studies (CMES) as a Center of Excellence in Research
 - a. Renovate UVI's shore laboratory to serve as an active remote laboratory site, as part of the CMES research and training program, by 9/30/2006.
 - b. Investigate the feasibility of (and if feasible, implement) a Master's in Marine and Environmental Studies by 9/30/2007.
 - c. Continue to develop interdisciplinary and incubator research projects which compliment and support marine studies.



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Strategic Area of Focus: Institutional Improvement



Faculty, staff and students concluded that the University needs to improve its processes and systems as well as policies and procedures in order to strengthen institutional performance and effectiveness. The University community articulated a need for excellence in the execution of business processes and practices, higher performance standards, greater investment in faculty and staff development, and better internal and external communication systems.

In addition, we uncovered a need to support enhanced collegiality and shared governance to improve operational effectiveness. Students described several scenarios in which their interests were not reflected in course scheduling, registration processes, timelines for distributing financial aid, and billing policies. These perspectives are consistent with the mandates of the Middle States Commission of Higher Education and other regulatory agencies demanding greater accountability by institutions of higher education. Collectively, the UVI community recognizes the necessity for continuous and systematic operational improvements that will facilitate the University's efforts to achieve its vision to become an exceptional institution.

These perspectives, coupled with the future state and the SWOT analysis examining the internal and external environments impacting the University, factored into the development of VISION 2012 and resulted in the identification of institutional improvement as a key strategic area of focus for UVI to realize its mission and vision of excellence in all aspects of the University. Strategic Goal #2 supports the desired future state for high levels of institutional performance and effectiveness linked to UVI's mission components through the operational objectives and related measures of accomplishment that follow.

Strategic Goal #2: Insure that the strategic goals and objectives are met by enhancing the University's capacity to achieve results

Operational Objectives and Measures of Accomplishment

The following operational objectives and measures of accomplishment detail the specific initiatives and activities required to realize higher performance levels that will enhance service delivery to UVI's internal and external stakeholders.



2012 Spotlight

Over the next several years, we will reward superior performance and foster individual and group success through advancement of compensation strategies and investment in training, professional development, and cross-functional activities.

2.A. Support superior performance and foster individual and group success through advancement of compensation strategies and investment in training, professional development and cross-functional activities.

1. Establish compensation adjustment policy guidelines and implement compensation adjustment plan for staff and faculty by 9/30/2006.
2. Establish a process for aligning faculty recognition, rewards, retention, promotion and tenure with the mission, vision, and core values expressed in VISION 2012 by 9/30/2006.
3. Develop a comprehensive compensation plan (including reclassification study) for submission to the Board of Trustees for approval by June 2007.
4. Implement a new performance-based incentive program that recognizes excellence and rewards advancement of strategic goals outlined in VISION 2012 by 9/30/2007.
5. Establish training and professional development program that bolsters excellence in cross-functional team building, collegiality, shared governance, and effective administration by 9/30/2007.
6. Establish periodic measurements of faculty and staff satisfaction by 12/31/06.

2.B. Ensure enhanced customer service delivery and improved operational results (with specific measurements to be defined) by redesigning administrative and educational processes.

1. Implement a new information-technology organizational structure by 9/30/2006; and build a collaborative cross-trained staff by 9/30/2007.
2. Improve the reliability and redundancy of the University's infrastructure by 9/30/2006 through redesign of the information-technology infrastructure.
3. Implement operational process improvements in enrollment management services, particularly registration and financial aid by 9/30/2007.
4. Align the safety and security operation on each campus for greater effectiveness by 9/30/2007.
5. Enhance service delivery by 9/30/2007 through implementation of process improvements in the Human Resources Department.
6. Implement operational and process improvements in Administration and Finance:
 - a. Ensure compliance with federal, local and institutional regulations and requirements for programs and services by 9/30/2007 through establishment of an internal control system that is linked to an internal auditing process.
 - b. Reduce purchasing costs by 9/30/2007 through the establishment of a procurement card system.
 - c. Create a comprehensive grants management system by 9/30/2008.
 - d. Improve the internal efficiency of the payroll process by 8/30/2008.
7. Implement a comprehensive facilities management system for campus operations by 9/30/2008.

2.C. Facilitate University-wide information and data flow by enhancing the internal communications infrastructure.

1. Simplify technical operation of scheduling, email and document sharing by 4/30/2007 through the implementation of an enterprise-wide groupware solution.
2. Explore use of groupware to facilitate group decision-making and group review and development of documents. If determined appropriate develop strategies for technology deployment and training by 12/31/08.
3. Redesign UVI Website to enhance internal and external communication needs by 9/30/2007.

2.D. Optimize the successful implementation of VISION 2012 through the development of an integrated planning, assessment and evaluation system by 12/31/2006.

2.E. Continuously promote the image and reputation of the University by enhancing the external communications system.

1. Achieve national recognition for at least one publicity event each year through the Public Relations Office.

2.F. Strengthen relationships with alumni and alumni association chapters through outreach, support and education.

1. Implement cultivation and outreach programs that strengthen relationships with alumni chapters and presidents and provide instruction on the appropriate orientation on the role of alumni by 9/30/2006.
2. Increase number of alumni contributors to 20% of the alumni population by 9/30/2009.



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Strategic Area of Focus: Financial Sustainability



The most challenging issue confronting the University in recent years has been the uncertainty and volatile financial picture of the Virgin Islands Government. This ongoing challenge has thwarted efforts to increase compensation for employees, hampered growth in human resource development and hiring, and limited the University's capability to respond to demands from the community for expanded educational programs.

In an era of declining state appropriations, acquiring new revenue sources and reducing operational costs will be crucial to effectively managing institutional change and renewal. Focusing on financial sustainability will continue to be a strategic area of focus for the University through 2012.

These perspectives, coupled with the future state and the SWOT analysis examining the internal and external environments impacting the University, factored into the development of VISION 2012 and resulted in the identification of financial sustainability as a key strategic area of focus for UVI to realize its mission and vision while maintaining a strong financial operation.

Strategic Goal #3 supports the desired future state for a strong, diverse financial base in support of high quality educational programs and institutional change and success linked to UVI's mission components through the operational objectives and related measures of accomplishment that follow.

Strategic Goal #3: Enhance and diversify the University's financial base through the development of new revenue streams and realization of cost savings.

Operational Objectives and Measures of Accomplishment

The following operational objectives and measures of accomplishment detail the specific initiatives and activities necessary to build a strong, diversified financial base in support of UVI's mission and vision through 2012.

3.A. Assess markets for UVI products and services that might have the potential



2012 Spotlight

For UVI to continue to develop its capacity as a leading institutional resource for the Caribbean and provide outstanding educational opportunities for the communities we serve, we will need to be a nimble and fiscally sound operation.

to provide significant new revenues.

1. Update market assessments for delivery of instruction or training via e-learning technologies and analyze potential net profitability by 9/30/2008.
2. Assess markets and develop appropriate strategies for intensive workshops and/or education/training experiences for non-residents, including capitalizing on the VI as a resort destination by 9/30/2008.
3. Develop income and expense projections for CELL operations that identify the level of resource subsidy required based on mission orientation by 9/30/2007.

3.B. Meet internal and external demands, institutional goals and cost reductions by improving operating financial management systems.

1. Hire an Internal Auditor by 9/30/2006.
2. Improve the development and management of financial resources at the component level by 9/30/2007 by implementing a two-year budgeting process.
3. Partially address internal energy demands by 2007 and eventual cost savings by 2012 through expansion of renewable energy programs including, but not limited to, wind energy.
4. Reduce subsidies to identified auxiliaries from appropriation revenues to zero by 9/30/2008. (In 2006, auxiliaries include UVI bookstores, student and faculty/executive housing, Sports and Fitness Center and the Reichhold Center for the Performing Arts.)

3.C. Increase annual giving targets and ensure capital campaign objectives are appropriately linked to institutional, student and academic needs.

1. Update annually the Institutional Advancement Strategic Plan beginning 2007.
2. Raise \$1.5M in external funding for FY 2006, \$1.7M for FY 2007 and \$1.8M for FY 2008.
3. Launch private phase of UVI Capital Campaign by 9/30/2008.
4. Increase annual gifts to the Reichhold Center by 10% annually for FY 2006, FY 2007, and FY 2008.
5. Close out the 50th Anniversary Capital Campaign by 9/30/2012.

3.D. Increase mission-centered grant acquisitions that support and promote research and community development.

1. Increase the number of mission-centered, sponsored-program grant acquisitions by 10% annually through 9/30/2012.
2. Develop policies for the allocation of indirect costs to improve support for grant activities and incentives for grant acquisition.
3. Acquire local matching funds for the VI-EPSCoR program.
 - a. Acquire \$154,210 in FY 2006.
 - b. Acquire \$142,873 in FY 2007.
 - c. Acquire \$310,607 in FY 2008.



VISION 2012

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Strategic Areas of Focus

- Educational Excellence
- Institutional Improvement
- Financial Sustainability
- **Community Engagement**

Contributors

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Strategic Area of Focus: Community Engagement



Community engagement is the cornerstone of UVI's dedication to student success and enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean. Focus group meetings with community leaders, local residents at town hall meetings, and UVI employees, alumni and students identified several community-oriented themes that will be essential to realizing the University's objectives.

The community affirmed the vital role UVI plays in the social and economic development of the Virgin Islands. However, the community recommended that UVI share its achievements with the public more often, collaborate more with the community to address problems/issues confronting the Territory, establish flexible instructional modes to meet needs of working professionals, expand program offerings linked to emerging careers, and expand research and assessment capabilities linked to the Virgin Islands. The community also urged the University to become more client-centered, expand access to higher education via distance learning, and align academic programs with the Territory's education and business sectors. These candid recommendations reinforced the University's ongoing commitment to serve the needs of the U.S. Virgin Islands through active participation, collaboration, and community engagement.

These perspectives, coupled with the future state and the SWOT analysis examining the internal and external environments impacting the University, factored into the development of VISION 2012 and resulted in the identification of community engagement as a key strategic area of focus for UVI to realize its mission and vision.

Strategic Goal #4 supports the desired future state to enhance the lives of the people of the U.S. Virgin Islands and the wider Caribbean through educational initiatives linked to UVI's mission components through the operational objectives and related measures of accomplishment that follow.

Strategic Goal #4: Become a leader and partner with the community to address social, economic, environmental, political, educational and cultural issues impacting the U.S. Virgin Islands through a range of higher education initiatives.

Operational Objectives



2012 Spotlight

UVI is committed to serving the U. S. Virgin Islands with programs and resources designed to strengthen both the University and the Territory. We will continue addressing critical issues for improving public education in the Territory through our work with the Virgin Islands Department of Education.

and Measures of Accomplishment

The following operational objectives and measures of accomplishment detail the specific initiatives and activities required to continue the enhancement of community engagement as an essential component of UVI's mission and vision.

4.A. Continue addressing critical issues that will improve public education in the Territory by working with the VI Department of Education.

4.B. Enhance the quality and relevancy of programs by increasing collaboration with education, business, health, human services, art, labor and other community sectors.

1. Develop a plan of action to strengthen K-12 science, technology, engineering and mathematics education in the Territory by the VI-EPSCoR Governing Committee by 12/31/2006.
2. Establish advisory councils linked to academic programs offering professional degrees by Fall 2008.

4.C. Address issues impacting the community by expanding consulting services, directed research and technical support.

1. Bring internal and external stakeholders together to facilitate community engagement through the creation of community centers on each campus by 9/30/2010.
2. Meet appropriate demands on St. Thomas through the establishment of a formal sports tourism program by 9/30/2010.
3. Evaluate the feasibility of building a Hotel/Conference Center by 9/30/2009.

4.D. Support community skill development and success by expanding certifications, workforce training, continuing education, lifelong learning, professional development, and consulting services.

1. Expand scope and capacity of CELL Workforce Training Center for Excellence by 9/30/2009 subject to self-sustainability.
2. Increase to 4,000 the accumulated number of CELL-trained students by 9/30/2012 (Minimum of 600/year).

University of the Virgin Islands



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2012 Spotlight

We believe optimal results are best achieved by collaborating with employees to solve problems and reach solutions. We advocate planning and joint goal setting to advance the mission and vision of the University.

Contributors

All great journeys begin with visionary leaders and champions. The generosity and expert guidance of UVI's many friends and supporters have made VISION 2012 possible, and we thank you all for your passionate attention and yes, your vision.

Board of Trustees

Judy M. Gomez	Dr. Lynn E. Rosenthal, <i>Faculty Trustee</i>
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Dr. Deborah C. Fontaine**, <i>Former Chief of Staff</i>	*Cabinet members also serve on the Strategic Plan Steering Committee.
Tina M. Koopmans, <i>Vice President, Information & Technology Services</i>	** Former Steering Committee Chair

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Dr. Adelle C. Bell '72

Dr. Malik Sekou '89

Mitchell A. Neaves, *Director, Annual Giving*

Special Thanks

The Virgin Islands community; and University students, faculty, staff, trustees and alumni.

Elyzabeth Holford for her support and assistance with employee workshops; Patrice Johnson for guiding the branding and marketing aspects; and Ilene Garner for support with Town Hall meetings.

Dr. Deborah C. Fontaine for leading the development of VISION 2012.

Title III Office, U.S. Department of Education, for its generous financial support of VISION 2012's development and publication.



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UVI Strategic Directions

University of the Virgin Islands | UVI Strategic Directions | December 2005

Plan Update

Board of Trustees approves UVI's new mission, vision and values in June 2005 and commits to Vision 2012 in November 2005

Strategic Plan Steering Committee to meet in December 2005 and January 2006

Board of Trustees expected to approve Vision 2012 at their March 2006 meeting

Vision 2012 roll-out and implementation to begin in Spring 2006

Thank You!

Vision 2012 is a collaborative effort. Thank you to everyone – from students, faculty and staff, the strategic plan steering committee, and UVI partners. You helped us create a plan we can all be proud of and are excited about implementing.

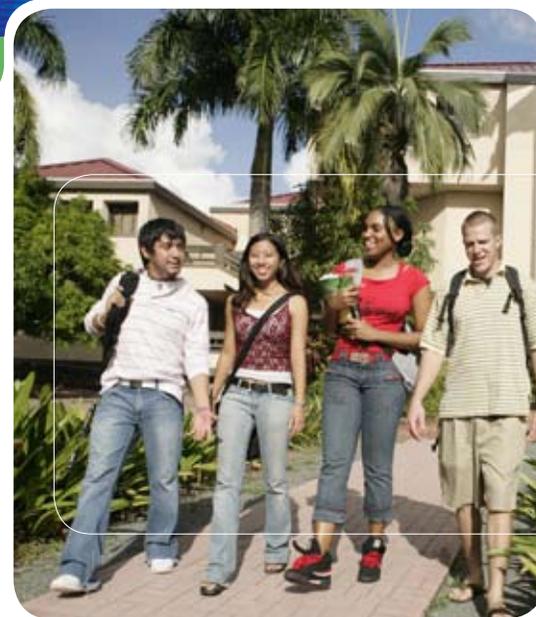
Vision 2012: Transforming the Future of UVI

The University of the Virgin Islands has traveled an incredible journey since fall 2005, when the University began thinking collectively about UVI's future.

"We are nearing the completion of Vision 2012," said St. Croix Campus Executive Administrator Deborah C. Fontaine, Ph.D., who is leading UVI's strategic planning process. "More than 400 people – including students, faculty and staff, and community partners – participated in discussions about where the University should be as an institution by 2012, our 50th anniversary."

President LaVerne E. Ragster, Ph.D., presented the framework for Vision 2012 to the Board of Trustees at their November 2005 Retreat. "The Board came together, reflected on the previous strategic plan's accomplishments and lessons learned, and endorsed UVI's plans the future," she said.

The Board expects to finalize details and commit to Vision 2012 at their March 2006 meeting. UVI will then finalize Vision 2012, and will distribute a publication about the strategic plan. *Continues on back...*



"Vision 2012 expresses the collective views of many people to ensure that UVI will be stronger, more competitive, and more responsive to the communities we serve."

University of the Virgin Islands

SPECIALIZING IN FUTURES



HISTORICALLY AMERICAN.
UNIQUELY CARIBBEAN.
GLOBALLY INTERACTIVE.

From the President

LaVerne E. Ragster, Ph.D.



Vision 2012, the University's third strategic plan, outlines the goals, objectives and priorities necessary for UVI to become an exceptional U.S. institution of higher education in the Caribbean.

The plan focuses on the development and implementation of major initiatives and strategies that will improve student success, promote

excellence in all we do, and enhance the social and economic transformation of the territory.

I invite you to embrace Vision 2012 by participating in the University's continuous transformation. The strategic goals will require hard work and dedication, and we must work together to ensure that UVI continues to be linked to the community we serve."

Continued from front page...

“There seems to be a strong consensus from the Board of Trustees, the University community, and the community-at-large in our effort to move UVI forward,” Dr. Ragster said.

Vision 2012 expresses the collective views of many people to ensure that UVI will be stronger, more competitive, and more responsive to the communities we serve, Dr. Fontaine said.

“We designed and implemented an inclusive, interactive strategic planning process,” Dr. Ragster said. “We focused on the vision of UVI’s future in such a way that all stakeholders have had the opportunity to contribute to where we will be in 2012.”

VIUCEDD Assistant Director Miriam V. Osborne-Elliott said the current strategic planning process is probably the “most inclusive and widely communicated one the institution has undertaken in the last decade.”

St. Thomas Librarian Sharlene Harris said the process allowed many segments of the UVI community and the territory to have a say in the process. “We all own Vision 2012 because we participated in its creation, from its various stages to the final plan,” she said. ■

Strategic Plan 2000-2005 Reflections

Before closing out a strategic plan, it is important to identify the plan’s accomplishments and reflect on lessons learned. Strategic Plan 2000-2005, with 81 percent of initiatives realized, was a learning experience for UVI.

“Strategic Plan 2000-2005 was used as a guideline to achieve a level of consistency that we are very proud of,” Dr. Ragster said. “We have learned to change the way we function at UVI – to focus on students first, work collectively as partners, commit to excellence in education, provide resources for the

community, and leverage our resources.

“One of the most successful outputs was the creation of UVI’s Community Engagement and Lifelong Learning (CELL) Center,” Dr. Ragster said. “The success of UVI-CELL has been extraordinary and has added value to the University.”

The activities the University has been involved with have strengthened UVI as a community, President Ragster said. “The lessons learned from the creation, enactment and completion of the plan have prepared us for the initiation of Vision 2012.”

Selected accomplishments include:

- Raised \$2 million for the Annual Fund in 2004 and 2005
- Awarded \$17 million in grants and contracts
- Sold \$19 million in bonds for physical plant improvements
- Established UVICELL and trained 1,500 students
- Increased collaborative teaching and research
- Established research and technology park on St. Croix
- Reorganized teacher education
- Began academic program rationalization
- Developed branding theme: Specializing in Futures

UVI Strategic Directions

is published by the Office of the President, University of the Virgin Islands

LaVerne E. Ragster, Ph.D.
President

Deborah C. Fontaine, Ph.D.
St. Croix Campus
Executive Administrator

Apryl Flynn Gilliss
Editor

Let Us Hear From You

Please share with us your comments and ideas about Vision 2012: UVI’s strategic plan for 2006-2012. We also welcome your contributions to this newsletter, which will be published on a quarterly basis.

Email: splan@uvi.edu
St. Thomas Campus
Phone: 340-776-9200
St. Croix Campus
Phone: 340-778-1620

At a Glance: Vision 2012

President Ragster unveiled UVI’s new mission, vision and values at the Fall 2005 Convocation. For a copy of the poster distributed at convocation, call the Campus Executive Administrator Offices at 692-4000 on St. Croix and 693-1140 on St. Thomas.

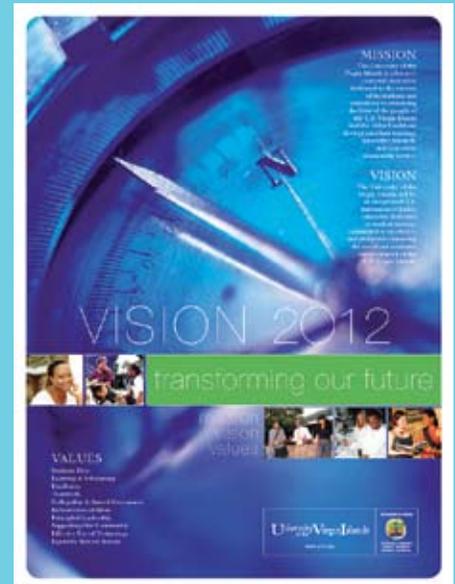
Mission: The University of the Virgin Islands is a learner-centered institution dedicated to the success of its students and committed to enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean through excellent teaching, innovative research, and responsive community service.

Vision: The University of the Virgin Islands will be an exceptional U.S. institution of higher

education dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the U.S. Virgin Islands.

Values

- Students first
- Learning & scholarship
- Excellence
- Teamwork
- Collegiality & shared governance
- Inclusiveness of ideas
- Principled leadership
- Supporting our community
- Effective use of technology
- Equitable reward system



The Vision 2012 poster features UVI’s mission, vision and values.

VISION 2012

transforming our future



CORE VALUES

An integral part of the **University of the Virgin Islands'** strength lies in its value system which embodies the principles, ideals and beliefs of its students, faculty, staff, administrators, and trustees; and forms the foundation for our actions. The values represent what is important and reveal what UVI strives to become as a University. These ten values are essential qualities to ensuring the fulfillment of our mission and vision.

Students First

Students are our most important stakeholders. We value student-centered learning and a campus climate that promotes school spirit. We believe putting students first bolsters enrollment and retention, and responding effectively to student needs promotes satisfaction and commitment to the university.

Learning & Scholarship

Learning and scholarship for our students, our employees and the community. We value personal growth and seek to continuously learn as an organization while being responsive to our changing environment.

Excellence

Excellence in all we do. We are committed to upholding high academic standards and providing a nurturing and supportive educational environment. We continuously seek opportunities for improvement.

Teamwork

Teamwork and accountability are essential to achieving institutional goals and objectives. We promote the growth and development of faculty and staff through ongoing training and professional activities. We advocate high standards of performance for students, faculty and staff while creating a supportive environment that encourages individual and group success.

Collegiality & Shared Governance

We believe students, faculty and staff are partners with the administration in decision making on issues that impact the university. We believe students, faculty and staff stakeholders should be active participants in any proposed institutional change.

Inclusiveness of Ideas

We value mutual respect for everyone, expressed through fairness and equitable treatment. We embrace multiculturalism and recognize the unique contributions of all people. We value open communication and the candid exchange of thoughts and opinions.

Principled Leadership

We believe optimal results are best achieved by collaborating with employees to solve problems and reach solutions. We advocate planning and joint goal-setting to advance the mission and vision of the university.

Supporting Our Community

As members of the university, we have a shared responsibility to support our local community which is demonstrated through enthusiastic, responsible service. We value our university and encourage the active participation of everyone through cooperation and communication.

Effective Use of Technology

We view technology as a tool to enhance teaching and learning and to improve the effectiveness of our educational and administrative processes.

Equitable Reward System

We support a performance-based system that recognizes and values the contributions of all employees. We value equal opportunity and upward mobility for everyone.

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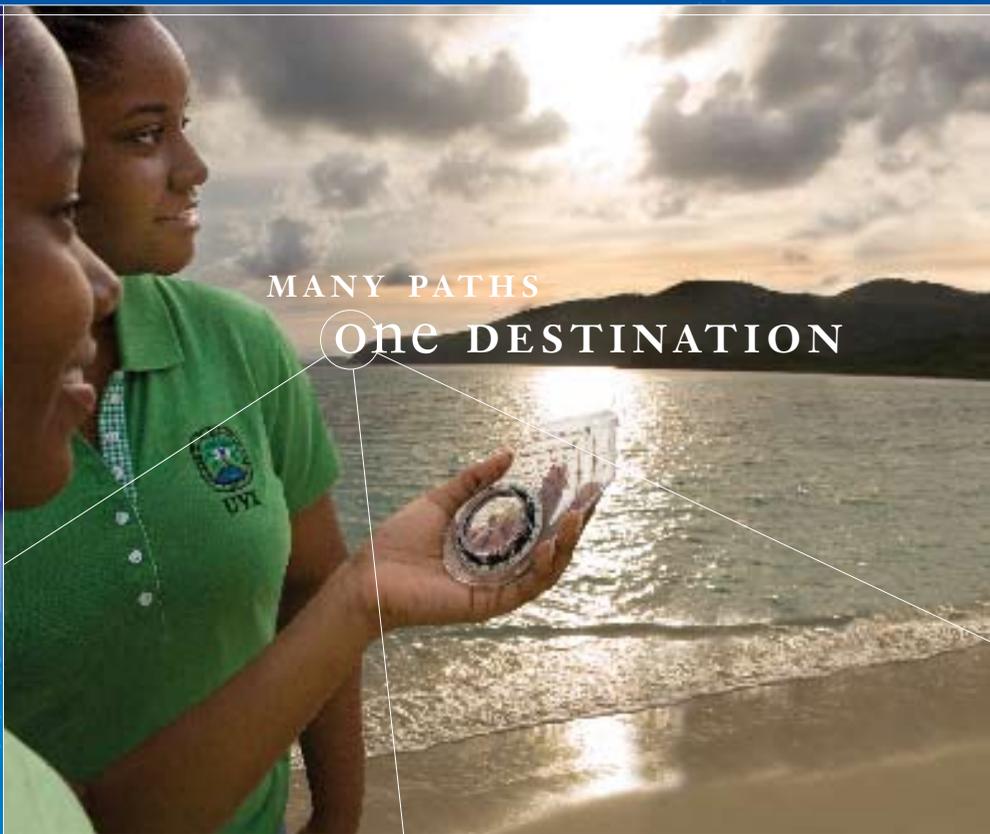
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VISION 2012



MANY PATHS
ONE DESTINATION

University of the Virgin Islands | VISON 2012 Strategic Plan



<p>University Virgin Islands of the</p> <p>www.uvi.edu</p>	<p>VISION 2012 IN FOCUS</p>  <p>HISTORICALLY AMERICAN UNIVERSITY GLOBALLY KIOSKLY INTERACTIVE</p>
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VISION 2012



“ By focusing on our students, our long term stability, our community and its economic future, UVI will play an increasingly important role in the lives of all the people of the Virgin Islands.”

LaVerne E. Ragster, Ph.D.
President, University of the Virgin Islands

transforming our future





Greetings Friends,

VISION 2012 is an ambitious strategic plan for the University of the Virgin Islands (UVI) through the year 2012. The plan outlines the goals, objectives, and priorities necessary for us to grow into our role as an exceptional U.S. institution of higher education in the Caribbean. As UVI's third strategic plan, VISION 2012 focuses many bold initiatives that will improve student success, promote institutional excellence, and enhance the social and economic interests of the Territory.

VISION 2012 is, literally, about transforming our future. In Charles Garfield's book about the process of organizational transformation, *Second to None*, he states: "The process of transformation is ongoing, permeates the entire organization, and represents a sharp break with the past. This break is the major difference between transformation and simple reform. While reform is an attempt to go down the same path more efficiently, transformation involves the development or discovery of entirely new paths..."

At this moment at UVI, we are transforming—not simply reforming—this invaluable University. VISION 2012 provides the guidelines for mapping our future and for finding entirely new paths. In this publication, you will be introduced to the strategic areas of focus in the plan and how its development helped us find new ways to be inclusive, collaborative, and successful. VISION 2012 is about working together for change, and I am committed to engaging all the stakeholders of UVI to make this transformation a success.

I invite you to discover for yourself some of the exciting ways this strategic plan will help change the lives of our students, enrich the Virgin Islands, and contribute to the intellectual and professional life throughout the Caribbean.

Sincerely,

LaVerne E. Ragster, Ph.D.
President, University of the Virgin Islands

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institutional improvement

To enhance the performance of our internal operations

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financial sustainability

To ensure this vital academic asset remains vibrant

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community engagement

To partner with others throughout the Caribbean to make this a better place to live and work

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QUICK FACTS ABOUT UVI

The University of the Virgin Islands is unique in the United States and the Caribbean.

Founded as a liberal arts college in 1962

Land Grant status awarded in 1972

University status granted in 1986

Awarded HBCU status in 1986

St. Croix Campus: Located between Frederiksted and Christiansted on 130 acres

St. Thomas Campus: Located just west of Charlotte Amalie on 388 acres overlooking Brewer's Bay

Total Enrollment: 2,392

Full-time Faculty: 104

Part-time Faculty: 55

Total Staff: 419

Degree Programs: Associate's and bachelor's degree programs in more than 20 curriculum areas

Master's degree programs in public administration, business administration, education, and mathematics for secondary teachers

Education specialist degree program in school psychology

Workforce Training &

Certification: Programs offered through Community Engagement and Lifelong Learning (CELL) Center

Student/Faculty Ratio: 13:1

Average Class Size: 13

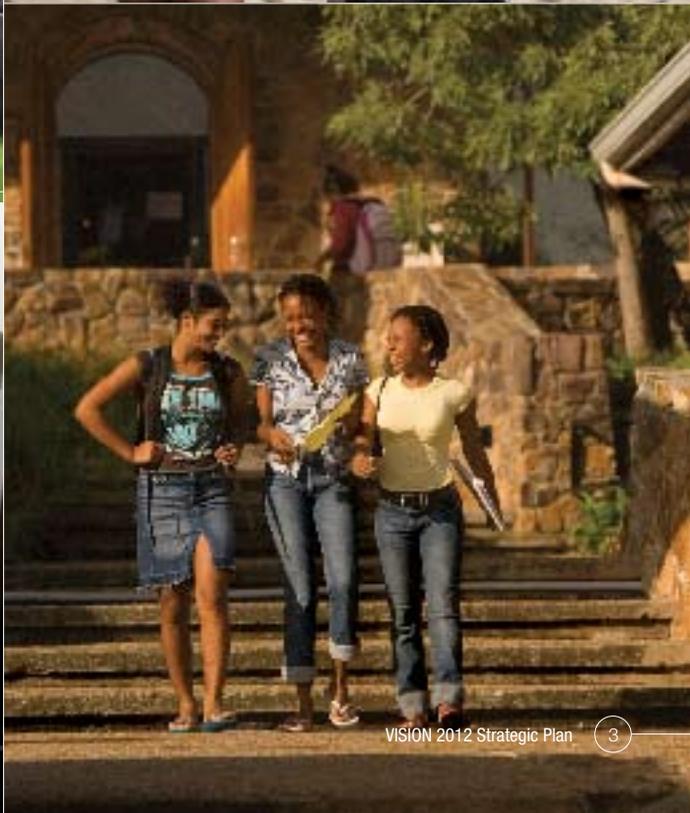
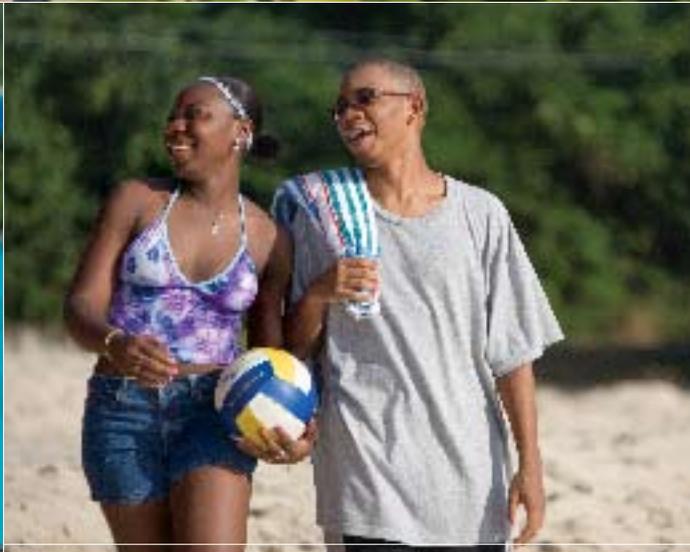
Freshman to Sophomore

Retention: 72%

Memberships: National Association of State Universities and Land Grant Colleges, Association of Caribbean Universities and Research Institutes, and Council for Advancement and Support of Education

Accreditations: Commission on Higher Education of the Middle States Association of Colleges and Schools, National League for Nursing Accrediting Commission, International Association of Continuing Education and Training

Athletic League Affiliation: Liga Atletica Interuniversitaria de Puerto Rico



VISION 2012

OUR GUIDING PRINCIPLES >>

The development of VISION 2012 began with an examination of UVI's guiding principles—our mission, vision, and core values. We designed an inclusive process with broad institutional, alumni, and community representation to help refine and retool these statements to reflect the changing world.

MISSION >>

The University of the Virgin Islands is a learner-centered institution dedicated to the success of its students and committed to enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean through excellent teaching, innovative research, and responsive community service.

VISION >>

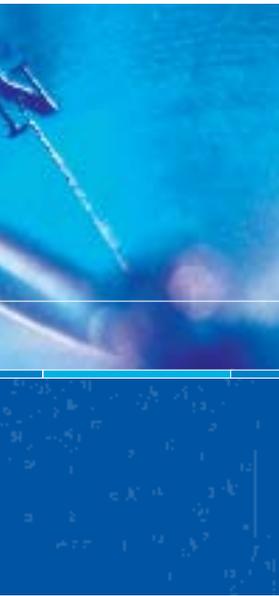
The University of the Virgin Islands will be an exceptional U.S. institution of higher education in the Caribbean dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the U.S. Virgin Islands.

Core Values

Integral to UVI's strength, our core values embody the principles, ideals, and beliefs of students, faculty, staff, administrators, and trustees. They form the foundation for all that we do.

- Students First
- Learning and Scholarship
- Excellence
- Teamwork
- Collegiality and Shared Governance
- Inclusiveness of Ideas
- Principled Leadership
- Support of Our Community
- Effective Use of Technology
- Equitable Reward System





How Far We've Traveled

The development of VISION 2012 has made UVI more collaborative than at any time in its history. More than 400 people—faculty, staff, students, community partners—participated in discussions leading to its completion. “We designed and implemented an inclusive, interactive strategic planning process,” says President LaVerne E. Ragster, Ph.D. “We focused on a vision of UVI whose future all stakeholders could contribute to freely.”

The Structure of VISION 2012

The Plan is built around four strategic areas of focus.

- Educational Excellence
- Institutional Improvement
- Financial Sustainability
- Community Engagement

Within each area of focus are several strategic goals. For each goal there are operational objectives and measures of accomplishment that we will use as benchmarks during the course of the Plan period. Our successes will be built upon successful completion of measurable results (see *Plan overview chart on pages 14-15*).

“During the planning process, the community affirmed our vital role in the Territory’s social and economic growth. VISION 2012 provides a framework for collaborating with community leaders to address pressing issues: academic programs for working professionals, programs that match emerging careers and access to distance learning.”

Ilene Garner

Director, Community Engagement and Lifelong Learning Center (CELL)

THE JOURNEY SO FAR:

Highlights of our achievements from 2000-2005

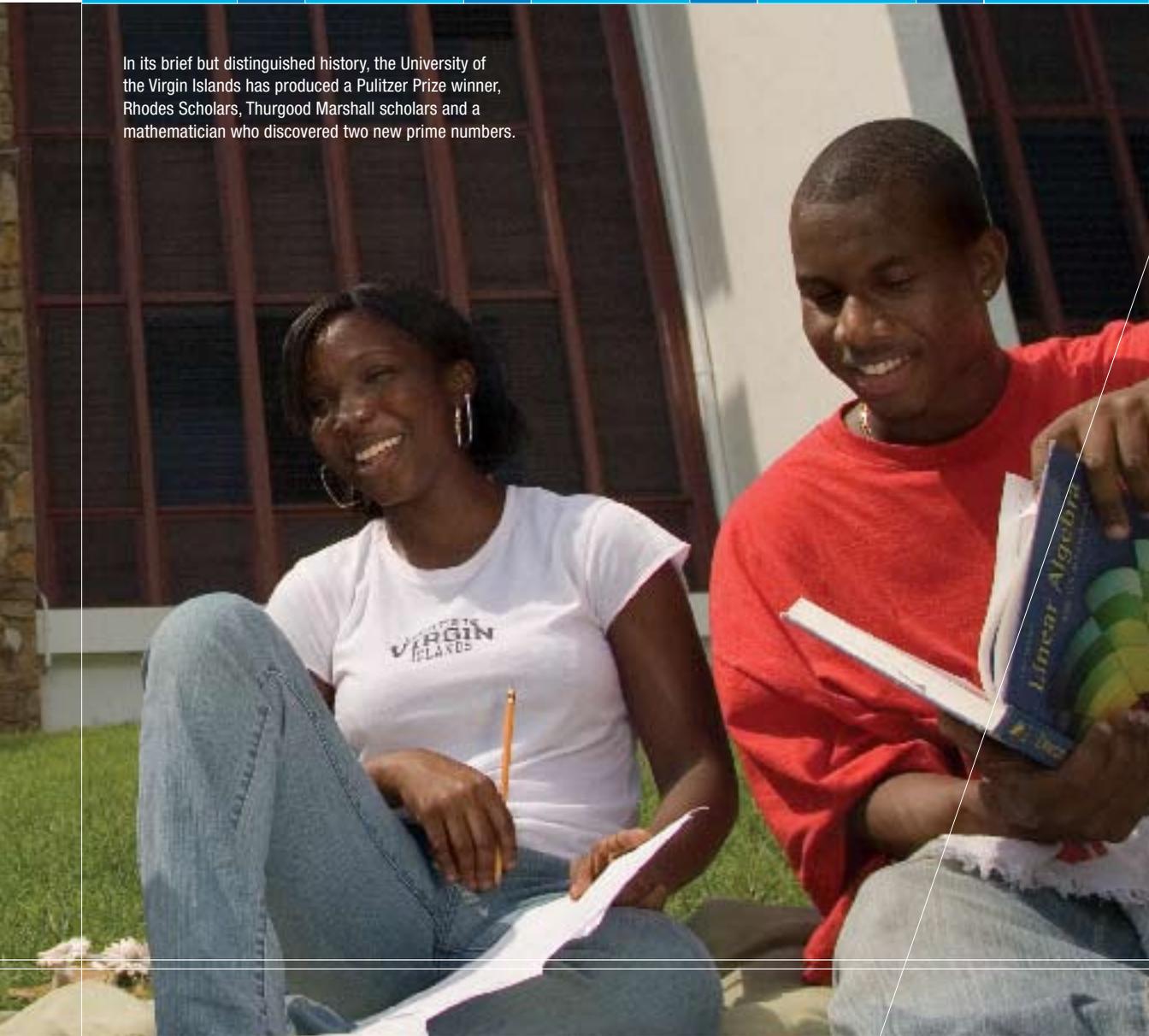
• **IN 2002 THE COMMUNITY ENGAGEMENT AND LIFELONG LEARNING CENTER (CELL) WAS ESTABLISHED TO MEET THE WORKFORCE AND PROFESSIONAL DEVELOPMENT TRAINING NEEDS CRITICAL TO THE ECONOMIC PROSPERITY OF THE VIRGIN ISLANDS AND SURROUNDING CARIBBEAN ISLANDS.**

- Trained over 1,500
- Accredited by the International Association of Continuing Education and Training (IACET)





In its brief but distinguished history, the University of the Virgin Islands has produced a Pulitzer Prize winner, Rhodes Scholars, Thurgood Marshall scholars and a mathematician who discovered two new prime numbers.



Highlights continued...

ESTABLISHED RESEARCH AND TECHNOLOGY PARK ON ST. CROIX

CAMPUS RENOVATIONS

SOLD \$22M IN BONDS FOR NEW CONSTRUCTION

- St. Thomas campus: Dormitories, dining pavilion and student activity center
- St. Croix campus: External solar lighting and information kiosk

- \$19M for new and renovated projects
- Enhancements for St. Croix and St. Thomas campuses

VISION 2012

>> educational excellence

GOALS >> Create a learner-centered experience that fosters academic excellence and student success through innovative teaching and high quality academic and student support programs.

How We'll Get There

As our first core value states—students first. That overarching commitment compels us to seek ever-higher degrees of excellence for our students. As part of VISION 2012, UVI will offer high quality outcomes-based academic programs that are flexible and responsive. Over the next several years, we also plan to accredit all of our professional programs and develop internal standards to assess the quality of programs consistent with best practices. We will increase enrollment by enhancing recruitment, registration, and enrollment related services.

Student success can only come with increased retention and graduation rates, which we will focus on during this strategic plan period. We will pursue ways of creating an engaging, student-centered environment that promotes school spirit and institutional pride. In our never-ending quest for excellence and community relevance, we will also increase scholarly, research, and outreach activities that enhance student learning, respond to community needs, and generate new knowledge that also meets peer-reviewed standards.

“VISION 2012 provides a road map for making this a truly global institution. The Virgin Islands have always been connected to the world community. Now, our students are learning how to impact that community through global leadership training.”

Dr. Solomon Kabuka

Professor, Business and

Director, Summer Institute for Future Global Leaders



MY JOURNEY, MY GOAL. AT UVI, I'M LEARNING EXACTLY WHAT I DREAM OF BECOMING —A SUCCESSFUL HOTEL OR VILLA OWNER. IT'S THAT PERSONALIZED. CLASSES KEEP GETTING MORE HANDS-ON AND, I'M MEETING NEW FRIENDS FROM ALL OVER THE WORLD. AT THE SAME TIME, MORE STUDENTS AND PROFESSORS ARE WORKING TOGETHER ONLINE... THE TECHNOLOGY IS REALLY IMPROVING. THIS IS A GREAT TIME TO BE AT UVI.

Tamica Lawrence '07, Business and Administration Marketing major

VISION 2012

>> STRATEGIC AREA OF FOCUS >> institution

GOALS >> Insure that the strategic goals and objectives are met by enhancing the capacity of the University to achieve results.

Paths to Enhancement and Improvement

Improving the level of excellence in education at UVI requires that we put in place new and streamlined processes for improving the institution as a whole. Over the next several years, we will reward superior performance and foster individual and group success through advancement of compensation strategies and investment in training, professional development, and cross-functional activities. To make this a more “customer-focused” institution, we will work to enhance customer service delivery and improve operational results through redesigning administrative and educational processes.

Good communication depends on good information flow, and is part of our effort to improve our institutional systems. To that end, we will be enhancing the University-wide information and data flow by upgrading internal communications infrastructure systems. Also, to optimize the successful implementation of VISION 2012, we will develop an integrated planning, assessment, and evaluation system. With improved communications systems, we will vigorously promote the image and reputation of the University. This will also provide us with new opportunities for strengthening relationships with alumni and alumni association chapters through outreach, support, and education.

“VISION 2012 sets a new standard against which all University activities will be measured. By having this standard, UVI resources can be clearly focused on our mission, vision, core values, and strategic objectives, which, by their very nature, intend to expand UVI’s role in the Caribbean.”

Wesley Joyce '01
 Manager, Infrastructure Systems,
 Information & Technology Services

Highlights continued...

ASSESSED COMMUNITY PERCEPTIONS OF UVI AND IDENTIFIED AREAS FOR IMPROVEMENT

- Promote successes more
- Improve service delivery and responsiveness

ESTABLISHED KEY PERFORMANCE INDICATORS

- Tracking data quarterly for Board of Trustees

IDENTIFIED BENCHMARK INSTITUTIONS

- Includes Savannah State, UNC-Pembroke, Guam, Hawaii at Hilo

al improvement

transforming our future



UVI has a long list of successful alumni that includes a premier, an ambassador, senators, CEOs of major enterprises, university professors, attorneys, physicians and nurses, commissioners, scientists and members of the clergy.



MY HOME. MY CULTURE. I'M A CRUCIAN, AND I COME FROM THIS COMMUNITY. UVI IS IMPORTANT TO ME BECAUSE THIS IS MY CULTURE AND MY HOME. OVER THE NEXT DECADE, THE UNIVERSITY WILL HELP THE TERRITORY GROW AS IT ADDS MORE COMMUNITY-BASED PROGRAMS THAT BRING STUDENTS TO THE COLLEGE BEFORE THEY HAVE TO MAKE THEIR FINAL DECISIONS ABOUT HIGHER EDUCATION... AND NOT JUST STUDENTS FROM THE VIRGIN ISLANDS, BUT FROM THROUGHOUT THE CARIBBEAN AND THE MAINLAND, AS WELL."

– **Tionee Veira '07**, *English major*

GOALS >> Enhance and diversify the University's financial base through the development of new revenue streams and realization of cost savings.

Stability and Strength for a New Century

For UVI to continue to develop its capacity as a leading institutional resource for the Caribbean and provide outstanding educational opportunities for the communities we serve, we will need to be a nimble and fiscally sound operation. To that end, during this strategic plan period, we will focus on several areas to assure our long-term viability.

We will assess and enter markets for UVI products and services that might have the potential to provide significant new revenue. To meet internal and external demands, institutional goals and cost reductions, we will implement improved financial management systems.

Our increased communications capacity will serve us well as we seek to increase annual giving targets and insure capital campaign objectives are appropriately linked to institutional, student, and academic needs. Finally, we will increase mission-centered grant acquisitions that support and promote research and community development.

“UVI is the only public institution of higher learning in the U.S. Virgin Islands. By serving all learners—through strengthening K-12 programs and expanding certifications, workforce training, continuing education, lifelong learning, professional development, and consulting—we play a crucial role in the individual and economic growth of the Territory.”

Dr. Mary Ann LaFleur
Director, Institutional Research & Planning

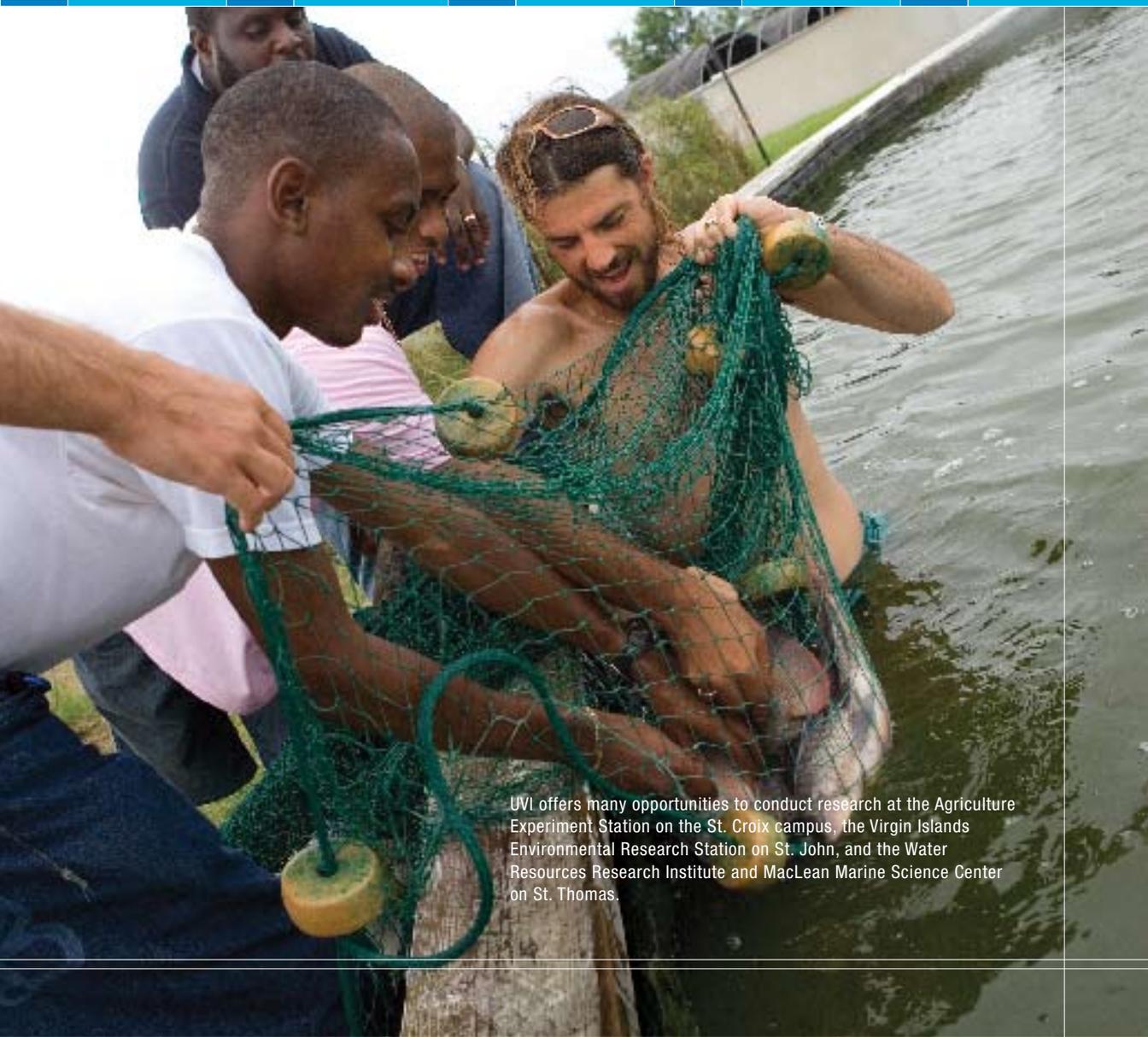


MY COMMUNITY. MY STRENGTH. I HELP THE TRACK COACH AT THE LOCAL JUNIOR HIGH, AND I VOLUNTEER WITH SEVERAL ORGANIZATIONS. UVI HAS TO BE A STRONG PARTNER WITH THE COMMUNITY TO ENCOURAGE EVERYONE TO BE PART OF THE ISLANDS' FUTURE. FOR EXAMPLE, WE WERE ONE OF THE FIRST UNIVERSITIES TO ADOPT WIND TURBINES AS A SOURCE OF RENEWABLE ENERGY. WE USE WIND ENERGY TO REDUCE OUR ENERGY COSTS AND CONSUMPTION OF LOCAL RESOURCES. THAT'S A CREATIVE WAY TO DEMONSTRATE GOOD CORPORATE CITIZENSHIP.

– **Paul Remy '09**, *Computer Science major*

sustainability

transforming our future



UVI offers many opportunities to conduct research at the Agriculture Experiment Station on the St. Croix campus, the Virgin Islands Environmental Research Station on St. John, and the Water Resources Research Institute and MacLean Marine Science Center on St. Thomas.

Highlights continued...

RECEIVED TRIPLE BBB INVESTMENT GRADE RATING

INCREASED PRIVATE DONATIONS

- 155% since 2001
- Raised \$1.0M for 2004 and 2005

SUMMER SCHOOL—SELF-SUPPORTING AND PROFITABLE



>> STRATEGIC AREA OF FOCUS



The University of the Virgin Islands is dedicated to the betterment of the community it serves, both regionally and globally. UVI administers community-targeted programs such as mentor programs, a small business development center, a cooperative extension service, the Center for Community Engagement and Lifelong Learning (CELL).

Highlights continued...

HISTORIC VI-EPSCoR AWARD FROM THE NATIONAL SCIENCE FOUNDATION

- Smallest jurisdiction
- Only Historically Black College and University (HBCU)

HOSTED 3,500 STUDENTS IN SUMMER PROGRAMS SINCE 2000

CREATED BRANDING THEME: SPECIALIZING IN FUTURES

VISION 2012

>> community engagement

GOALS >> Become a leader and partner with the community to address social, economic, environmental, political, educational and cultural issues impacting the U.S. Virgin Islands through a range of higher education initiatives.

A Valued Community Resource

UVI is committed to serving the U.S. Virgin Islands with programs and resources designed to strengthen both the University and the Territory. We will continue addressing critical issues for improving public education in the Territory through our work with the Virgin Islands Department of Education. We will also enhance the quality and relevancy of community-oriented programs through increased collaboration with education, business, health, human services, art, labor, and other community sectors.

To expand our role in the community, we will develop new and additional consulting services, directed research, and

technical support aimed at addressing issues impacting the community. To support the continued expansion of valuable workplace and personal development skills, UVI will offer more certifications, workforce training, continuing education, lifelong learning, professional development, and consulting services geared to the unique needs and opportunities represented by the people and communities of the U.S. Virgin Islands.

UVI community engagement programs forge lasting bonds between University resources and Territory needs.

- **Community Engagement and Lifelong Learning Center (CELL)** provides human resource development, consulting, and workforce and professional development training programs critical to the economic prosperity of the Virgin Islands and surrounding Caribbean islands.
- **The Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR)** promotes the development of local science and technology resources through research and helps to build partnerships between government, non-governmental organizations, and the private sector.



MY LIFE. MY CHOICE. BEING IN THE CELL PROGRAM SHOWED ME HOW TO TURN AN INTEREST IN HELPING PEOPLE INTO A CAREER. THROUGH IT, I WAS CERTIFIED AS A NURSING ASSISTANT AND HOME HEALTH AIDE IN THREE MONTHS, PLUS I GOT A CHANCE TO SEE WHAT NURSING WAS LIKE BEFORE ATTENDING NURSING SCHOOL. NOW, I PLAN TO COMPLETE MY RN IN 2010, BECAUSE I AM GOING PART-TIME. UVI IS ESPECIALLY GREAT FOR ADULT WORKING STUDENTS LIKE ME WHO NEED FLEXIBLE SCHEDULING. "

– **Emerald Finney '10**, Nursing major and certified nursing assistant/home health aide

VISION 2012

transforming our future

This chart provides an at-a-glance view of the four strategic areas of focus, operational objectives and measures of accomplishment that together comprise VISION 2012. We will travel many paths, but our destination—institutional transformation—will always be in our sights.

EDUCATIONAL EXCELLENCE

1A. Offer high quality, outcomes-based academic programs that are flexible and responsive.

1. Develop an Academic Master Plan.
2. Create a technology support system.
3. Establish a collaborative Center for Excellence in Teaching.
4. Establish professional schools for nursing, business, and education.
5. Create academic learning environments that promote student success and enhance learning outcomes.
6. Develop protocols and systems for quality assurance and student and faculty support for e-learning.
7. Establish a school/institute for Global and Graduate Education using a consortium-based model in collaboration with other institutions.

1B. Accredit all professional programs and develop internal standards to assess the quality of programs.

1. Have CELL accredited by the American Council of Education.
2. Have the undergrad business program accredited by the Association of Collegiate Business Schools and Programs.
3. Achieve reclassification from a Masters II to Masters I institution via Carnegie Classification.
4. Have the undergraduate education program accredited by the National Council for Accreditation of Teacher Education.

1C. Increase enrollment by enhancing recruitment, registration, and enrollment-related services.

1. Realign the Enrollment Management division to realize growth and process improvements.
2. Assess selected deferred payment plan options.
3. Evaluate enrollment management policies and procedures and implement recommendations.
4. Develop and implement comprehensive recruitment and marketing strategies.
5. Implement redesigned New Student Orientation program to enrich student connections to the University.
6. Explore variable pricing options to increase enrollment of high-ability students.

1D. Enhance student success while increasing retention and graduation rates.

1. Develop retention strategies for sophomores.
2. Address gender disparities.
3. Establish Center for Student Success with an array of academic, counseling, social, and career services.
4. Increase retention rate for first-time, full-time freshmen.

1E. Create an engaging, student-centered environment that promotes school spirit and institutional pride.

1. Begin operation of Wellness Center on St. Thomas.
2. Establish a University-wide Athletic Program connecting both campuses.
3. Implement a UVI BUC one-card debit system.
4. Establish a Wellness and Fitness facility and program on St. Croix.

1F. Increase scholarly, research, and outreach activities that enhance student learning, respond to community needs, and/or generate new knowledge.

1. Develop a Research and Public Service (RPS) Master Plan.
2. Continue leadership role in UCSIS.
3. Establish a teacher/scholar model that integrates teaching, scholarship, and research.
4. Establish a Center for Marine and Environmental Studies (CMES).

INSTITUTIONAL IMPROVEMENT

2A. Support superior performance and foster success through compensation strategies and investment in training, professional development, and cross-functional activities.

1. Establish compensation adjustment policy guidelines and implement adjustment plan for staff.
2. Align faculty recognition, rewards, retention, promotion, and tenure with the mission, vision, and core values.
3. Develop a comprehensive compensation plan for submission to the Board of Trustees.
4. Implement performance-based incentive program that rewards the advancement of strategic goals outlined in VISION 2012.
5. Establish a training and professional development program that bolsters excellence in cross-functional team building, collegiality, shared governance, and effective administration.
6. Establish periodic measurements of faculty and staff satisfaction.

2B. Ensure enhanced customer service delivery and improved operational results by redesigning administrative and educational processes.

1. Implement a new information-technology organizational structure and build a collaborative cross-trained staff.
2. Improve the reliability and redundancy of the University's infrastructure.



3. Implement operational process improvements in enrollment management services.
 4. Align the safety and security operation on each campus.
 5. Implement process improvements in the Human Resources Department.
 6. Implement operational and process improvements in Administration and Finance.
 7. Implement a comprehensive facilities management system.
- 2C. Facilitate University-wide information and data flow by enhancing the internal communications infrastructure.**
1. Simplify technical operation of scheduling, email, and document sharing with an enterprise-wide groupware solution.
 2. Explore use of groupware to facilitate group decision-making and group review and development of documents.
 3. Redesign the UVI website.
- 2D. Optimize the implementation of VISION 2012 through the development of an integrated planning, assessment, and evaluation system.**
- 2E. Continuously promote the image and reputation of the University by enhancing the external communications system.**
1. Achieve national recognition for at least one publicity event each year.
- 2F. Strengthen relationships with alumni and alumni association chapters through outreach, support, and education.**
1. Implement cultivation and outreach programs that strengthen relationships with alumni chapters and presidents.
 2. Increase number of alumni contributors.

FINANCIAL SUSTAINABILITY

- 3A. Assess markets for UVI products and services that might have the potential to provide significant new revenues.**
1. Update market assessments for e-learning technologies and analyze potential net profitability.
 2. Assess markets and develop appropriate strategies for intensive workshops and/or education/training experiences for non-residents, including capitalizing on the VI as a resort destination.
 3. Develop income and expense projections for CELL operations that identify the level of resource subsidy required.

- 3B. Meet internal and external demands, institutional goals, and cost reductions by improving financial management systems.**
1. Hire an Internal Auditor.
 2. Improve the development and management of financial resources at the component level by implementing a two-year budgeting process.
 3. Address internal energy demands and eventual cost savings through expansion of renewable energy programs.
 4. Reduce subsidies to identified auxiliaries from appropriation revenues.
- 3C. Increase annual giving targets and ensure that capital campaign objectives are appropriately linked to institutional, student, and academic needs.**
1. Update annually the Institutional Advancement Strategic Plan.
 2. Increase external funding.
 3. Launch private phase of UVI Capital Campaign.
 4. Increase annual gifts to the Reichhold Center.
 5. Close out the 50th Anniversary Capital Campaign.
- 3D. Increase mission-centered grant acquisitions that support and promote research and community development.**
1. Increase the number of mission-centered, sponsored-program grant acquisitions.
 2. Develop policies for the allocation of indirect costs to improve support for grant activities and incentives for grant acquisition.
 3. Acquire local matching funds for the Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR).

COMMUNITY ENGAGEMENT

- 4A. Continue addressing critical issues that will improve public education in the Territory by working with the VI Department of Education.**
- 4.B. Enhance the quality and relevancy of programs by increasing collaboration with education, business, health, human services, art, labor, and other community sectors.**
1. Develop a plan of action to strengthen K-12 science, technology, engineering, and mathematics education in the Territory by the VI-EPSCoR Governing Committee.
 2. Establish advisory councils linked to academic programs offering professional degrees.
- 4C. Address issues impacting the community by expanding consulting services, directed research, and technical support.**
1. Bring internal and external stakeholders together to facilitate community engagement through the creation of community centers on each campus.
 2. Meet demands on St. Thomas through the establishment of a formal sports tourism program.
 3. Evaluate the feasibility of building a Hotel/Conference Center.
- 4D. Support community skill development and success by expanding certifications, workforce training, continuing education, lifelong learning, professional development, and consulting services.**
1. Expand scope and capacity of CELL Workforce Training Center for Excellence subject to self-sustainability.
 2. Increase number of CELL trained students.

A detailed VISION 2012 Strategic Plan is available online at www.uvi.edu.

VISION 2012

Acknowledgments

All great journeys begin with visionary leaders and champions. The generosity and expert guidance of UVI's many friends and supporters have made VISION 2012 possible, and we thank you all for your passionate attention and yes, your vision.

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Dr. Adelle C. Bell '72

Dr. Malik Sekou '89

** Cabinet members also serve on the Strategic Plan Steering Committee.*

*** Strategic Plan Steering Committee Chair*

Special Thanks

The Virgin Islands community; and University students, faculty, staff, trustees and alumni.

Elyzabeth Holford for her support and assistance with employee workshops; Patrice Johnson for guiding the branding and marketing aspects; and Ilene Garner for support with Town Hall meetings.

Dr. Deborah C. Fontaine for leading the development of VISION 2012.

Title III Office, U.S. Department of Education, for its generous financial support of VISION 2012's development and publication.





**University of the Virgin Islands
Strategic Plan Framework**

VISION 2012

University of the Virgin Islands

www.uvi.edu

SPECIALIZING IN FUTURES



HISTORICALLY AMERICAN,
UNIQUELY CARIBBEAN,
GLOBALLY INTERACTIVE.

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Foreword

A detailed map for the journey ahead

VISION 2012 is an ambitious strategic plan, about the hopes and aspirations of UVI and the U.S. Virgin Islands themselves. It also serves as a dynamic blueprint for our future. As you read the details of how we will achieve our goals, try, as we have, to focus on the great journey ahead. These are the steps that will guide us toward becoming an exceptional U.S. institution of higher education dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the U.S. Virgin Islands. *And every journey begins with a single step.*

University of the Virgin Islands Strategic Plan Framework

VISION 2012 – Part I: Contextual Background

1.0 Introduction

VISION 2012: transforming our future outlines the goals, objectives and priorities necessary for the University of the Virgin Islands (UVI) to become an exceptional U.S. institution of higher education in the Caribbean.

As UVI's third strategic plan, VISION 2012 focuses on implementing a variety of initiatives that will improve student success, promote institutional excellence, and enhance the social and economic interests of the Territory. Over the next seven years (2006-2012), the University will become stronger, more responsive, and more competitive as a result of focusing its resources, energies and reaffirming its commitment to realizing greater institutional effectiveness and improved

performance, significant academic enhancement, improved systems and processes, expanded educational opportunities for students, faculty and staff, higher enrollments, and as much financial growth and development as possible. This will be accomplished by centering the collective efforts of the University on four strategic areas of focus—*educational excellence, institutional improvement, financial sustainability, and community engagement*. The realization of these strategic focus areas combined with the mission, vision and core values as expressed in VISION 2012, provide institutional focus and direction and serve as an organizational blueprint for the continuous transformation of the University of the Virgin Islands through 2012.

1.1 Strategic Planning Process

OCTOBER 16, 2004

- Board of Trustees approves planning process

DECEMBER 2004

- Review Mission, Values, Vision; Determine Strategic Priorities
- Meetings with Staff Groups
 - 2/1 – Research and Public Service, STT

JANUARY 2005

- Meetings with Staff Groups
 - 1/24 – Student Affairs, STC and STT
 - 1/26 – Administration and Finance

FEBRUARY 2005

- Meetings with Staff Groups
 - 2/2 – Enrollment Management
 - 2/4 – Information Technology and Libraries
 - 2/10 – Business and Facilities, STC
 - 2/11 – Institutional Advancement, UVI-CELL
 - 2/16 – Business and Facilities, STT
 - 2/17 – Chancellor's Office, STT and STC
 - 2/23 – Research and Public Service, STC
 - 2/28 – Provost's Office
- Conduct Noel-Levitz Student Satisfaction Survey
 - 2/28 – Graduate Students
- Promote Strategic Plan via Media Sources

MARCH 2005

- Conduct Noel-Levitz Student Satisfaction Survey
 - 3/1-3/2 – Undergraduate Students
 - 3/2 – Graduate Students
 - 3/14-3/24 – Noel-Levitz Process Data
- External Stakeholder Focus Group Meetings
 - 3/2 – Businesses and Non-Profits, STT
 - 3/4 – STC Stakeholders
 - 3/9 – Educators, Government Agencies, Legislators
- Board of Trustees Meeting
 - Update: 2006-2012 Strategic Plan Progress
- Faculty Focus Group Meetings (6 sessions)

APRIL 2005

- Continue External Stakeholder Focus Group Meetings
 - 4/4 – Alumni STC
 - 4/5 – Alumni, STT
- Conduct Student Focus Group Meetings
- Share Satisfaction Survey Results w/Students
 - 4/22 – Focus Group Meeting, STC

MAY 2005

- Share Satisfaction Survey Results w/Students
 - 5/10 – Focus Group Meeting, STT
 - 5/9-12 – Share Satisfaction Survey Results with UVI Community
- UVI Town Hall Meetings
 - 5/10 – STJ
 - 5/12 – STT
 - 5/18 – STC
- Full Cross Section of UVI Community: Review Mission, Vision, Core Values and Strategic Directions
 - Preliminary Resource Requirements for Plan's Implementation
- Cabinet Approve Mission, Vision, Core Values and Strategic Directions

JUNE 2005

- 6/24 – Board of Trustees Retreat, STC
- 6/25 – Board of Trustees Meeting
 - Mission, Vision, and Core Values Approved

JULY 2005

- Rework VISION 2012 Framework
- Component Heads Full Staff Unit Meetings
 - Establish Component Operational Objectives and Measures of Accomplishment

AUGUST 2005

- Communicate 2006-2012 Plan to University Community and Invite Additional Comments
 - Fall Convocation
 - Additional Follow Up Meetings

OCTOBER - NOVEMBER 2005

- Work with Board of Trustees Planning Committee to Review VISION 2012 Framework

DECEMBER 2005

- Meeting-Full Strategic Planning Steering Committee
 - 2000-2005 Closeout Report and Reaffirm VISION 2012

JANUARY 2006

- Work with Board Chair re: VISION 2012 Framework

FEBRUARY 2006

- Work with Board of Trustees Planning Committee to Finalize and Approve VISION 2012

MARCH 2006

- Present VISION 2012 to the Board of Trustees for Approval

1.2 PLAN FORMAT

- Mission > *focused by* > Vision > *supported by* > Core Values
- Strategic Goals > *supported by* > Operational Objectives > *assessed with* > Measures of Accomplishment

1.3 TIME FRAME FOR PLAN

VISION 2012 covers the planning period 2006 through 2012. The plan culminates in 2012, UVI's 50th anniversary. VISION 2012, as a dynamic process, will be monitored annually and revised as appropriate.

1.4 PLAN CONTRIBUTORS

- **Strategic Planning Steering Committee** (*administrators, students, faculty, and staff*)
- **Board of Trustees** (*the Chair, the Planning Committee, Board Members*)
- **President's Cabinet**
- **Faculty and Staff** (*focus groups, surveys, and committees*)
- **Students** (*focus groups, surveys, and committees*)
- **Alumni** (*focus groups and community meetings*)
- **Community-at-large** (*focus groups, town meetings, and Seaside Chats*)

2.0 VISION OF THE UNIVERSITY

UVI's vision statement describes what the University wants to be in the future and publicly declares expected outcomes. Developed with broad institutional support, UVI's vision is responsive to the University's dynamic environment and articulates what the institution seeks to become within the context of its mission, as stipulated by the Middle States Commission in Higher Education.

The University of the Virgin Islands will be an exceptional U.S. institution of higher education in the Caribbean dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the U.S. Virgin Islands.

3.0 CORE VALUES OF THE UNIVERSITY

UVI's strength lies in a value system that embodies the principles, ideals and beliefs of its students, faculty, staff, administrators, and trustees, and forms the foundation for UVI's actions. These ten values reveal what UVI strives to become as a university and are essential to ensuring the fulfillment of UVI's mission and vision.

UVI values ...

- **Students First.** Students are our most important stakeholders. We value student-centered learning and a campus climate that promotes school spirit. We believe putting students first bolsters enrollment and retention, and responding effectively to student needs promotes satisfaction and commitment to the University.
- **Learning and Scholarship.** We value learning and scholarship for our students, our employees and the community. We recognize the importance of personal growth and seek to continuously learn as an organization while being responsive to our changing environment.
- **Excellence.** We value excellence in all we do. We are committed to upholding high academic standards and providing a nurturing and supportive educational environment. We continuously seek opportunities for improvement.
- **Teamwork.** Teamwork and accountability are essential to achieving institutional goals and objectives. We promote the growth and development of faculty and staff through ongoing training and professional activities. We advocate high standards of performance for students, faculty and staff while creating a supportive environment that encourages individual and group success.
- **Collegiality and Shared Governance.** We believe that students, faculty and staff are partners with the administration in decision making. We believe students, faculty and staff stakeholders should be active participants in any proposed institutional change.
- **Inclusiveness of Ideas.** We value mutual respect for everyone, expressed through fairness and equitable treatment. We embrace multiculturalism and recognize the unique contributions of all people. We value open communication and the candid exchange of thoughts and opinions.
- **Principled Leadership.** We believe optimal results are best achieved by collaborating with employees to solve problems and reach solutions. We advocate planning and joint goal setting to advance the mission and vision of the University.
- **Supporting Our Community.** As members of the University, we have a shared responsibility to support our local community through enthusiastic, responsible service. We value our University and encourage the active participation of everyone through cooperation and communication.
- **Effective Use of Technology.** We view technology as a tool to enhance teaching and learning and to improve the effectiveness of our educational and administrative processes.
- **Equitable Reward System.** We support a performance-based system that recognizes and values the contributions of all employees. We value equal opportunity and upward mobility for everyone.

4.0 MISSION OF THE UNIVERSITY

UVI's mission clearly defines the University's purpose within the context of higher education, explaining whom the mission serves and what it intends to accomplish. To make it consistent with accreditation standards and best practices, the mission was examined and refocused with broad institutional, alumni, and community participation. The newly clarified mission statement focuses on students, is externally focused, and is grounded in the University's core values.

The University of the Virgin Islands is a learner-centered institution dedicated to the success of its students and committed to enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean through excellent teaching, innovative research, and responsive community service.

4.1 MISSION COMPONENT – Product Scope: Teaching

Current State

- 30 undergraduate programs via 5 divisions
- Unaccredited professional programs
- 3 masters degrees and educational specialist degree
- Participating in University Consortium of Small Island States (UCSIS)
- Online courses in computer science and other selected disciplines

Future State

- 4.1.1 – Increased interdisciplinary approaches in existing programs and additional undergraduate partnership programs in allied health and social work
- 4.1.2 – Fully accredited programs in business and education
- 4.1.3 – New masters degree programs in marine science, math education, nursing and/or computer science and technology
- 4.1.4 – Developed programs that support participation in UCSIS to encourage internationalization, student exchanges
- 4.1.5 – Expanded use of e-learning in appropriate contexts and markets

4.2 MISSION COMPONENT – Product Scope: Research

Current State

- Local and regional environmental, social and economic research with limited capacity
- \$24 million in sponsored programs (including high profile initiatives such as EPSCoR (Experimental Program to Stimulate Competitive Research) and CMES (Center for Marine and Environmental Sciences))
- Initiation of renewable energy resources program (e.g. solar energy)
- Collaboration with external stakeholders to develop UVI Research and Technology Park
- Relatively low level of faculty research and publications

Future State

- 4.2.1 – Established organizational structure with capacity to support the development of VI and Caribbean communities
- 4.2.2 – Significantly increased level of federal and local grants and contracts in support of nationally recognized Centers of Excellence and student and faculty development
- 4.2.3 – Expanded renewable energy resources program, including wind turbine and solar, to reduce energy costs
- 4.2.4 – Collaboration with functioning UVI Research and Technology Park to focus on student and faculty benefits
- 4.2.5 – Increased faculty research and publications at levels commensurate with peer institutions in the U.S.

4.3 MISSION COMPONENT – Product Scope: Community Service

Current State

- Economic transformation of Territory supported via higher education initiatives through research and public units (e.g. WRRRI (Water Resources Research Institute), CES (Cooperative Extension Service), AES (Agricultural Experiment Station), CMES, ECC (Eastern Caribbean Center), CDC (Conservation Data Center), SBDC (Small Business Development Center), VIUCEDD (Virgin Islands Center for Excellence in Developmental Disabilities) and academic programs
- CELL (Community Engagement and Lifelong Learning) and VI-EPSCoR programs developed to address community demand for workforce training and competitive research
- Limited campus venues for various stakeholders to participate in activities and dialogue
- Leadership role in developing sports tourism (e.g. Paradise Jam)
- Insufficient facilities to meet emerging demand in support of conferences and meetings related to community activities, especially on St. Thomas

Future State

- 4.3.1** – Recognized leadership role within community to address social, economic, political and cultural issues impacting the Territory
- 4.3.2** – CELL programs expanded in scope and capacity for training, professional development and consulting and a fully developed EPSCoR program
- 4.3.3** – Create community centers on each campus to bring external/internal stakeholders together
- 4.3.4** – Increased involvement and recognition in sports tourism
- 4.3.5** – Establish Hotel and Conference Center on STT campus to meet demand

4.4 MISSION COMPONENT – Geographic Scope

Current State

- Students from U.S. Virgin Islands and Caribbean (94% of students are VI residents)
- Initial outreach and collaboration initiatives with institutions in the Caribbean and the U.S.

Future State

- 4.4.1** – Increased diversity of student body
- 4.4.2** – Increased number of international students
- 4.4.3** – Increased research programs focusing on small island economies
- 4.4.4** – Expanded outreach to institutions in Eastern Caribbean via e-learning and articulation agreements

4.5 MISSION COMPONENT – Ways to Achieve/Maintain Competitive Advantage

Current State	Future State
<ul style="list-style-type: none"> External consultants and assessment addressing the need for additional and new skill sets for faculty and staff 	4.5.1 – Increased investment in training and professional development for faculty and staff
<ul style="list-style-type: none"> Non-competitive compensation for employees 	4.5.2 – Competitive compensation for staff, faculty and research personnel
<ul style="list-style-type: none"> Silo-based approaches to leadership 	4.5.3 – Cross functional and interdisciplinary approaches to leadership across the institution
<ul style="list-style-type: none"> Inadequate technological infrastructure to address demands from students, faculty and staff 	4.5.4 – Technologically improved infrastructure to support change in instruction, research and management
<ul style="list-style-type: none"> Advisory Boards for community outreach for Research and Public Service (RPS) 	4.5.5 – Advisory Councils established and linked to academic programs, specifically professional and graduate programs
<ul style="list-style-type: none"> Participation in local (Governor’s Cabinet) and national (Higher Education Associations and Commissions) policy and governance institutions and organizations 	4.5.6 – Increased leadership role in local and national policy and governance organizations and institutions in support of additional resources and enhanced University reputation
<ul style="list-style-type: none"> Initial partnering in collaborative agreements for academic and institutional development 	4.5.7 – Expanded collaborative partnerships in teaching, research and community service to enhance revenues and enrollment

5.0 INTERNAL SCRUTINY – Strengths

- | | |
|---|--|
| <ul style="list-style-type: none"> 5.1 Administration committed to institutional change 5.2 Dedicated faculty and staff 5.3 Strong employee desire to enhance institutional effectiveness and performance 5.4 Great place to work in the Virgin Islands 5.5 Accessible educational opportunity 5.6 Community outreach and service programs 5.7 Improved physical plant and facilities | <ul style="list-style-type: none"> 5.8 Good solid reputation in the community 5.9 Board committed to excellence and performance 5.10 Marine biology research niche and EPSCoR designation 5.11 Energy conservation orientation |
|---|--|
- These strengths were the most frequently referenced points voiced by the University community and external stakeholders during a series of strategic planning meetings conducted between December 2004 and May 2005. These items have not been ranked or prioritized.*

6.0 INTERNAL SCRUTINY – Weaknesses

- | | |
|--|--|
| <ul style="list-style-type: none"> 6.1 Not student centered – not putting students first 6.2 Process and organizational inefficiencies 6.3 Silo orientation to managing student and administrative processes and systems 6.4 Inadequate human resources system 6.5 Two campuses not operating as one University 6.6 Limited diversity among student body 6.7 Limited number of academic majors available to students | <ul style="list-style-type: none"> 6.8 Insufficient growth in new academic programs 6.9 Inadequate technological infrastructure 6.10 Need for more transparency 6.11 Declining employee morale |
|--|--|
- These weaknesses were the most frequently referenced points voiced by the University community and external stakeholders during a series of strategic planning meetings conducted between December 2004 and May 2005. These items have not been ranked or prioritized.*

7.0 EXTERNAL ENVIRONMENTAL SCAN

7.1 Economic Overview

Trend	7.1.1 Major Opportunities	7.1.2 Major Threats
■ Uncertainty regarding EDC (Economic Development Commission) programs	7.1.1.1 – Need to explore new revenue sources	7.1.2.1 – Declining market for fundraising
■ Continued financial challenges of VI government		7.1.2.2 – Decreasing VI government support 7.1.2.3 – Eroding financial viability
■ Rising energy costs	7.1.1.2 – Implement new energy sources (e.g., wind turbine)	
■ Declining VI median income and rising unemployment	7.1.1.3 – Increased demand for workforce training	7.1.2.4 – Potential need to increase tuition and fee levels 7.1.2.5 – Limited scholarships for high ability students 7.1.2.6 – Possible need for more remedial programs

7.2 Market Overview

Trend	7.2.1 Major Opportunities	7.2.2 Major Threats
■ Growing Hispanic portion of VI population	7.2.1.1 – Development of programs relevant/attractive to Hispanics	7.2.2.1 – Not meeting the educational/training needs of this growing population and competition for local Hispanic high school graduates from other institutions offering special programs
■ Globalization of the education market	7.2.1.2 – Increased internationalization of programs	7.2.2.2 – Increased competition for students by mainland universities
■ Growing complexity of emerging career and employment opportunities	7.2.1.3 – Increasing demand for workforce training and additional master's degrees	7.2.2.3 – Inadequately trained local workforce to meet demands.

7.3 Technology Issues

Trend	7.3.1 Major Opportunities	7.3.2 Major Threats
■ Online education growth	7.3.1.1 – Utilize e-learning to the University's advantage	7.3.2.1 – Decrease in traditional campus enrollments
■ Growing use of technology in the marketplace	7.3.1.2 – Share technology expertise to address VI community issues	7.3.2.2 – Higher student expectation of technology-infused instruction

7.4 Political

Trend	7.4.1 Major Opportunities	7.4.2 Major Threats
<ul style="list-style-type: none"> Uncertain future for growth in federal aid for students 	7.4.1.1 – Utilize accreditation process to forge stronger external relationships with U.S. commission authorities	7.4.2.1 – Decreasing enrollments due to financial constraints impacting students
<ul style="list-style-type: none"> Greater demand for institutional accountability and outcomes 	7.4.1.2 – Continue to develop awareness of higher education and UVI's potential through marketing VISION 2012 and other initiatives	7.4.2.2 – Loss of accreditation for University

7.5 Social

Trend	7.5.1 Major Opportunities	7.5.2 Major Threats
<ul style="list-style-type: none"> Continued demographic changes in VI due to immigration 	7.5.1.1 – Utilize changes in social environment to drive programmatic alignment	7.5.2.1 – Rapidly changing demand on UVI structure and services

7.6 Legal

Trend	7.6.1 Major Opportunities	7.6.2 Major Threats
<ul style="list-style-type: none"> Compliance and accountability requirements from federal and other agencies 	7.6.1.1 – Utilize increased requirements in legal environment to drive process redesign efforts	7.6.2.1 – Higher compliance requirements and accountability
		7.6.2.2 – Litigious constituents

VISION 2012 – Part II: Strategic Outcomes

A. STRATEGIC AREA OF FOCUS: Educational Excellence

Teaching and learning are the primary purposes of any institution of higher education, whether at the undergraduate or graduate level. Consistent with accreditation standards, an institution's educational offerings must display academic content, rigor, and coherence appropriate for its higher education mission.

Faculty, students, staff, alumni, and the community commented that the quality, variety, and relevancy of the University's academic programs and services needed to be strengthened and/or expanded. Community members recommended that professional programs be accredited; processes and policies be more student-friendly; enrollment-related processes be improved, particularly registration;

and workforce training and continuing education efforts be expanded.

These perspectives, coupled with the future state and the SWOT analysis examining the internal and external environments impacting the University, factored into the development of VISION 2012 and resulted in the identification of *educational excellence* as a key strategic area of focus for UVI to realize its mission and vision.

Strategic Goal #1 supports the desire for high quality educational programs, activities and processes linked to UVI's mission components through the *operational objectives* and related *measures of accomplishment* that follow.

STRATEGIC GOAL #1: Create a learner-centered experience that fosters academic excellence and student success through innovative, effective teaching strategies and high quality academic and student support programs.

The following *operational objectives* and *measures of accomplishment* detail the specific initiatives and activities required to realize educational excellence at UVI:

1.A. Offer high quality outcomes-based academic programs that are flexible and responsive.

1. Develop an Academic Master Plan by 9/30/2006.
(The Academic Master Plan is a strategic plan for the academic component covering the period 2006-2012. Specifically, the Plan will delineate how Educational Excellence will be achieved by addressing the type and number of graduate and undergraduate academic programs to be offered; the profile of faculty and students; program assessments including the assessment of student learning outcomes, timelines, other key factors; and how these actions will impact the future direction of the University's academic component. Program efficiencies and cost reductions will also be addressed.)
2. Create a technology support system for faculty and students to enhance teaching and learning outcomes by 9/30/2007.
3. Establish a collaborative Center for Excellence in Teaching by 9/30/2008.
4. Establish professional schools for nursing, business, and education by Fall 2008.
5. Create academic learning environments that promote student success and enhance student learning outcomes by FY 2008.
6. Develop protocols and systems for quality assurance and student and faculty support for e-learning by FY 2008.
7. Establish a school or institute for Global and Graduate Education using a consortium-based model in collaboration with other institutions (e.g. University Consortium of Small Island States) by FY 2010.

1.B. Accredite all professional programs and develop internal standards to assess the quality of programs consistent with best practices.

1. Achieve ACE (American Council of Education) accreditation for CELL by 9/30/2007.
2. Achieve ACBSP (Association of Collegiate Business Schools and Programs) accreditation for the undergraduate business program by Fall 2007.
3. Achieve reclassification from a Masters II to Masters I institution via Carnegie Classification by 9/30/2009.
4. Achieve NCATE (National Council for Accreditation of Teacher Education) accreditation for the undergraduate education program by Fall 2012.

1.C. Increase enrollment by enhancing recruitment, registration and enrollment-related services.

1. Realign the Enrollment Management division to realize enrollment growth and process improvements by 12/31/2006.
2. Assess selected deferred payment plan options by Fall 2007, and continue implementation as appropriate.
3. Initiate comprehensive evaluation of enrollment management policies and procedures by 9/30/2006 and implement recommendations by Fall 2007.
4. Develop and implement comprehensive recruitment and marketing strategy and plan by Fall 2007.
5. Implement redesigned New Student Orientation program to enrich student connections to the University by Fall 2007.
6. Explore variable pricing options as a key strategy to increase enrollment of high-ability students by FY 2008.
7. Enroll 2,700 students by Fall 2009, and 3,000 students by Fall 2012.

1.D. Enhance student success while increasing retention and graduation rates.

1. Assess balance of student transfers in and out following the sophomore year and develop appropriate retention strategies by FY 2008.
2. Develop strategies to address gender disparities at UVI by FY 2008.
3. Complete establishment of a Center for Student Success by FY 2009 that includes an array of academic, counseling, social, and career services. *(For example, counseling services to increase success rates of UVI graduates on post-graduate tests)*
4. Increase retention rate for first-time, full-time freshmen from 72% to 75% by Fall 2009.

1.E. Create an engaging, student-centered environment that promotes school spirit and institutional pride.

1. Begin operation of the Wellness Center on St. Thomas by Spring 2008.
2. Establish a University-wide Athletic Program connecting both campuses by FY 2009.
3. Implement a UVI BUC one-card debit system for student access to campus services by FY 2009.
4. Establish a Wellness and Fitness facility and program on St Croix by FY 2010.

1.F. Increase scholarly, research and outreach activities that enhance student learning, respond to community needs, and/or generate new knowledge that also meets peer-reviewed standards.

1. Develop a Research and Public Service (RPS) Master Plan linked to the Academic Master Plan by 9/30/2007.
2. Continue leadership role in implementation of the United Nations-sponsored University Consortium for Small Island States.
3. Establish a teacher/scholar model that integrates teaching, scholarship, and research to create a more learner-centered approach to the professoriate by Fall 2008.
4. Establish a Center for Marine and Environmental Studies (CMES) as a Center of Excellence in Research
 - a. Renovate UVI's shore laboratory to serve as an active remote laboratory site, as part of the CMES research and training program, by 9/30/2006.
 - b. Investigate the feasibility of (and if feasible, implement) a Master's in Marine and Environmental Studies by 9/30/2007.
 - c. Continue to develop interdisciplinary and incubator research projects which compliment and support marine studies.

B. STRATEGIC AREA OF FOCUS: Institutional Improvement

Faculty, staff and students concluded that the University needs to improve its processes and systems as well as policies and procedures in order to strengthen institutional performance and effectiveness. The University community articulated a need for excellence in the execution of business processes and practices, higher performance standards, greater investment in faculty and staff development, and better internal and external communication systems.

In addition, we uncovered a need to support enhanced collegiality and shared governance to improve operational effectiveness. Students described several scenarios in which their interests were not reflected in course scheduling, registration processes, timelines for distributing financial aid, and billing policies. These perspectives are consistent with the mandates of the Middle States Commission of Higher Education and other regulatory agencies demanding greater

accountability by institutions of higher education. Collectively, the UVI community recognizes the necessity for continuous and systematic operational improvements that will facilitate the University's efforts to achieve its vision to become an exceptional institution.

These perspectives, coupled with the future state and the SWOT analysis examining the internal and external environments impacting the University, factored into the development of VISION 2012 and resulted in the identification of *institutional improvement* as a key strategic area of focus for UVI to realize its mission and vision of excellence in all aspects of the University.

Strategic Goal #2 supports the desired future state for high levels of institutional performance and effectiveness linked to UVI's mission components through the *operational objectives* and related *measures of accomplishment* that follow.

STRATEGIC GOAL #2: Insure that the strategic goals and objectives are met by enhancing the University's capacity to achieve results

The following *operational objectives* and *measures of accomplishment* detail the specific initiatives and activities required to realize higher performance levels that will enhance service delivery to UVI's internal and external stakeholders.

2.A. Support superior performance and foster individual and group success through advancement of compensation strategies and investment in training, professional development and cross-functional activities.

1. Establish compensation adjustment policy guidelines and implement compensation adjustment plan for staff and faculty by 9/30/2006.
2. Establish a process for aligning faculty recognition, rewards, retention, promotion and tenure with the mission, vision, and core values expressed in VISION 2012 by 9/30/2006.
3. Develop a comprehensive compensation plan (including reclassification study) for submission to the Board of Trustees for approval by June 2007.
4. Implement a new performance-based incentive program that recognizes excellence and rewards advancement of strategic goals outlined in VISION 2012 by 9/30/2007.
5. Establish training and professional development

program that bolsters excellence in cross-functional team building, collegiality, shared governance, and effective administration by 9/30/2007.

6. Establish periodic measurements of faculty and staff satisfaction by 12/31/06.

2.B. Ensure enhanced customer service delivery and improved operational results (with specific measurements to be defined) by redesigning administrative and educational processes.

1. Implement a new information-technology organizational structure by 9/30/2006; and build a collaborative cross-trained staff by 9/30/2007.
2. Improve the reliability and redundancy of the University's infrastructure by 9/30/2006 through redesign of the information-technology infrastructure.
3. Implement operational process improvements in enrollment management services, particularly registration and financial aid by 9/30/2007.
4. Align the safety and security operation on each campus for greater effectiveness by 9/30/2007.
5. Enhance service delivery by 9/30/2007 through implementation of process improvements in the Human Resources Department.
6. Implement operational and process improvements in Administration and Finance:
 - a. Ensure compliance with federal, local and institutional regulations and requirements for programs and services by 9/30/2007 through establishment of an internal control system that is linked to an internal auditing process.
 - b. Reduce purchasing costs by 9/30/2007 through the establishment of a procurement card system.
 - c. Create a comprehensive grants management system by 9/30/2008.

- d. Improve the internal efficiency of the payroll process by 8/30/2008.

7. Implement a comprehensive facilities management system for campus operations by 9/30/2008.

2.C. Facilitate University-wide information and data flow by enhancing the internal communications infrastructure.

1. Simplify technical operation of scheduling, email and document sharing by 4/30/2007 through the implementation of an enterprise-wide groupware solution.
2. Explore use of groupware to facilitate group decision-making and group review and development of documents. If determined appropriate develop strategies for technology deployment and training by 12/31/08.
3. Redesign UVI Website to enhance internal and external communication needs by 9/30/2007.

2.D. Optimize the successful implementation of VISION 2012 through the development of an integrated planning, assessment and evaluation system by 12/31/2006.

2.E. Continuously promote the image and reputation of the University by enhancing the external communications system.

1. Achieve national recognition for at least one publicity event each year through the Public Relations Office.

2.F. Strengthen relationships with alumni and alumni association chapters through outreach, support and education.

1. Implement cultivation and outreach programs that strengthen relationships with alumni chapters and presidents and provide instruction on the appropriate orientation on the role of alumni by 9/30/2006.
2. Increase number of alumni contributors to 20% of the alumni population by 9/30/2009.

C. STRATEGIC AREA OF FOCUS: Financial Sustainability

The most challenging issue confronting the University in recent years has been the uncertainty and volatile financial picture of the Virgin Islands Government. This ongoing challenge has thwarted efforts to increase compensation for employees, hampered growth in human resource development and hiring, and limited the University's capability to respond to demands from the community for expanded educational programs.

In an era of declining state appropriations, acquiring new revenue sources and reducing operational costs will be crucial to effectively managing institutional change and renewal. Focusing on financial sustainability will continue to be a

strategic area of focus for the University through 2012.

These perspectives, coupled with the future state and the SWOT analysis examining the internal and external environments impacting the University, factored into the development of VISION 2012 and resulted in the identification of *financial sustainability* as a key strategic area of focus for UVI to realize its mission and vision while maintaining a strong financial operation.

Strategic Goal #3 supports the desired future state for a strong, diverse financial base in support of high quality educational programs and institutional change and success linked to UVI's mission components through the *operational objectives* and related *measures of accomplishment* that follow.

STRATEGIC GOAL #3: Enhance and diversify the University's financial base through the development of new revenue streams and realization of cost savings.

The following *operational objectives* and *measures of accomplishment* detail the specific initiatives and activities necessary to build a strong, diversified financial base in support of UVI's mission and vision through 2012.

3.A. Assess markets for UVI products and services that might have the potential to provide significant new revenues.

1. Update market assessments for delivery of instruction or training via e-learning technologies and analyze potential net profitability by 9/30/2008.
2. Assess markets and develop appropriate strategies for intensive workshops and/or education/training experiences for non-residents, including capitalizing on the VI as a resort destination by 9/30/2008.
3. Develop income and expense projections for CELL operations that identify the level of resource subsidy required based on mission orientation by 9/30/2007.

3.B. Meet internal and external demands, institutional goals and cost reductions by improving operating financial management systems.

1. Hire an Internal Auditor by 9/30/2006.
2. Improve the development and management of financial resources at the component level by 9/30/2007 by implementing a two-year budgeting process.
3. Partially address internal energy demands by 2007 and eventual cost savings by 2012 through expansion of renewable energy programs including but not limited to, wind energy.
4. Reduce subsidies to identified auxiliaries from appropriation revenues to zero by 9/30/2008.

(In 2006, auxiliaries include UVI bookstores, student and faculty/executive housing, Sports and Fitness Center and the Reichhold Center for the Performing Arts.)

3.C. Increase annual giving targets and ensure capital campaign objectives are appropriately linked to institutional, student and academic needs.

1. Update annually the Institutional Advancement Strategic Plan beginning 2007.
2. Raise \$1.5M in external funding for FY 2006, \$1.7M for FY 2007 and \$1.8M for FY 2008.
3. Launch private phase of UVI Capital Campaign by 9/30/2008.
4. Increase annual gifts to the Reichhold Center by 10% annually for FY 2006, FY 2007, and FY 2008.
5. Close out the 50th Anniversary Capital Campaign by 9/30/2012.

3.D Increase mission-centered grant acquisitions that support and promote research and community development.

1. Increase the number of mission-centered, sponsored-program grant acquisitions by 10% annually through 9/30/2012.
2. Develop policies for the allocation of indirect costs to improve support for grant activities and incentives for grant acquisition.
3. Acquire local matching funds for the VI-EPSCoR program.
 - a. Acquire \$154,210 in FY 2006.
 - b. Acquire \$142,873 in FY 2007.
 - c. Acquire \$310,607 in FY 2008.

D. STRATEGIC AREA OF FOCUS: Community Engagement

Community engagement is the cornerstone of UVI's dedication to student success and enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean. Focus group meetings with community leaders, local residents at town hall meetings, and UVI employees, alumni and students identified several community-oriented themes that will be essential to realizing the University's objectives.

The community affirmed the vital role UVI plays in the social and economic development of the Virgin Islands. However, the community recommended that UVI share its achievements with the public more often, collaborate more with the community to address problems/issues confronting the Territory, establish flexible instructional modes to meet needs of working professionals, expand program offerings linked to emerging careers, and expand research and assessment capabilities linked to the Virgin Islands. The community also urged the University to become more client-centered, expand access

to higher education via distance learning, and align academic programs with the Territory's education and business sectors. These candid recommendations reinforced the University's ongoing commitment to serve the needs of the U.S. Virgin Islands through active participation, collaboration, and community engagement.

These perspectives, coupled with the future state and the SWOT analysis examining the internal and external environments impacting the University, factored into the development of VISION 2012 and resulted in the identification of *community engagement* as a key strategic area of focus for UVI to realize its mission and vision.

Strategic Goal #4 supports the desired future state to enhance the lives of the people of the U.S. Virgin Islands and the wider Caribbean through educational initiatives linked to UVI's mission components through the *operational objectives* and related *measures of accomplishment* that follow.

STRATEGIC GOAL #4: Become a leader and partner with the community to address social, economic, environmental, political, educational and cultural issues impacting the U.S. Virgin Islands through a range of higher education initiatives.

The following operational objectives and measures of accomplishment detail the specific initiatives and activities required to continue the enhancement of community engagement as an essential component of UVI's mission and vision.

4.A. Continue addressing critical issues that will improve public education in the Territory by working with the VI Department of Education.

4.B. Enhance the quality and relevancy of programs by increasing collaboration with education, business, health, human services, art, labor and other community sectors.

1. Develop a plan of action to strengthen K-12 science, technology, engineering and mathematics education in the Territory by the VI-EPSCoR Governing Committee by 12/31/2006.
2. Establish advisory councils linked to academic programs offering professional degrees by Fall 2008.

4.C. Address issues impacting the community by expanding consulting services, directed research and technical support.

1. Bring internal and external stakeholders together to facilitate community engagement through the creation of community centers on each campus by 9/30/2010.
2. Meet appropriate demands on St. Thomas through the establishment of a formal sports tourism program by 9/30/2010.
3. Evaluate the feasibility of building a Hotel/Conference Center by 9/30/2009.

4.D. Support community skill development and success by expanding certifications, workforce training, continuing education, lifelong learning, professional development, and consulting services.

1. Expand scope and capacity of CELL Workforce Training Center for Excellence by 9/30/2009 subject to self-sustainability.
2. Increase to 4,000 the accumulated number of CELL-trained students by 9/30/2012 (Minimum of 600/year).



Special thanks to the Title III Office, U.S. Department of Education, for its generous financial support of VISION 2012's development and publication.

University of the Virgin Islands

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HISTORICALLY AMERICAN,
UNIQUELY CARIBBEAN,
GLOBALLY INTERACTIVE.



**University of the Virgin Islands
2000-2005 Strategic Plan**

Closeout Report

University of the Virgin Islands

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University of the Virgin Islands 2000-2005 Strategic Plan

Closeout Report

This report documents the University of the Virgin Islands' (UVI) accomplishments as prescribed by the 2000-2005 Strategic Plan. There are eighteen Strategic Thrusts embedded in the Plan.

A majority of the performance criteria were achieved, and in those cases where a criterion was not achieved, an explanation of the circumstances is provided. Some objectives that were not achieved will be included in the University's 2006-2012 strategic plan, referred to as VISION 2012. It is important to note that official implementation of the

Plan, including tracking of progress, was not begun until June 2002 following approval by the Board of Trustees.

The 2000-2005 Strategic Plan has been a learning experience for the University. This process has been characterized by full participation and collaboration at every level. While the cooperative completion of objectives has been important, there have been lessons learned and growth experienced that should also be fully acknowledged.

Lessons Learned

- **Broadened responsibilities and inclusion for enhanced communication, decision making, and integration of ideas and perspectives**
- **Discovered the necessity of improvement and integration of our systems and processes to achieve goals and objectives**
- **Gained awareness of limitations created by our current capacity challenges and necessity of training employees to build institutional capacity.**
Capacity refers to the level of output or productivity in terms of personnel, expertise/skills, financial resources, and/or infrastructure required to support the University's mission.
- **Discovered the cost requirements necessary to implement strategic thrusts**
 - **Outside expertise**
 - **Time and effort**
- **Collected more data and performed more thorough analysis**
- **Reached out to new partners and found new methodologies to achieve outcomes**
- **Learned to work cross-functionally to identify and actualize accountability throughout the institution**
- **Recognized the necessity of investing our resources in an integrated, performance-based planning system**
- **Understood more fully the ongoing nature of implementing select Strategic Thrusts**
 - **Program quality**
 - **Financial diversity**

The summary on the pages to follow highlight the results of the criterion under each of the Strategic Thrusts. Each criterion includes an explanation of whether or not it was achieved and a brief notation concerning the appropriate activities and processes involved.

Strategic Thrust 1

Educational Outreach

Increase the number of collaborative programs with the Department and Board of Education intended to improve the quality of education in the territory.

■ Criterion 1.1

All teachers trained by UVI meet VI certification requirements by 2003. Achieved

This objective was achieved in FY 2005 when the teacher education program was realigned to meet VI teacher certification requirements.

■ Criterion 1.2

Increase the number of middle and high school students enrolled in community and grant-supported academic enhancement programs at UVI from 120 to 250 by 2005. Achieved & Exceeded

During FY 2004 and 2005, approximately 791 middle and high school students participated in a variety of academic enrichment programs sponsored by the University. These programs included, but were not limited to, SAT Preparation Workshops, Saturday and Summer Science Enrichment Academies, Upward Bound, Children's Literacy Program, Accounting Summer Institute, College Business Residency Program, Health Careers Opportunity Program, and the Regional Program for Monetary Studies. Additionally, through the national Reading is Fundamental grant, the University provided books to 200 St. Croix school children.

■ Criterion 1.3

Reorganize the teacher education program to incorporate VI teacher certification requirements for FY 2004. Achieved

The Education Division realigned its undergraduate elementary education program to fully comply with the Virgin Islands teacher education certification criteria. Additionally, VI certification requirements for the Master's of Arts in Education (M.A.E.) in School Administration and Counseling have been completed.

■ Criterion 1.4

Offer institutes, enrichment academies, and/or mini-sessions to generate revenue for FY 2005. Achieved

For FY 2005, the University collaborated with the VI Department of Education (DOE) to offer several education courses geared toward elementary and secondary school teachers to assist them in meeting VI Board Certification requirements. In addition, the Education Division continues to provide instruction for the school psychology program with the student cohort entering the last year of internships. UVI also collaborated with the VI DOE to develop USVI DOE District Improvement Plans and the No Child Left Behind Act Compliance Workbook. The Humanities and Social Sciences Division hosted the Virgin Islands Writing Project to train fifteen teachers as training consultants who can assist classroom teachers in new techniques for teaching writing in the classroom. These initiatives, supported by contracts and grants, also generated revenue for the University.

Strategic Thrust 2

Social & Economic Research

Emphasize and promote research programs that focus on local and regional social and economic problems.

■ Criterion 2.1

Increase the number of papers that address specific local and regional social and economic problems to four per year in 2003. Achieved

Six papers addressing local and regional social and economic problems were produced in 2003, and the generation of papers continued through FY 2004 and 2005.

■ Criterion 2.2

Increase grants and contracts focusing on local and regional social and economic problems to eight and ten, respectively, for FY 2004 and 2005. Achieved & Exceeded

During the 2004 and 2005 fiscal years, UVI received thirty-two research grants and contracts that focused on local and regional social/economic problems and totaled more than \$14 million. In 2004, seventeen grants and contracts were awarded to the University, including the Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR) (\$1.225 million of \$4.5 million grant sponsored by the National Science Foundation over the years 2003 to 2007), the UVI Family Life Center (\$250,000), and the VI Home Water Quality (\$36,231). In 2005, fifteen grants and contracts were received, totaling \$3,513,774. Examples include the Nursing Workforce Diversity program (\$186,657), VI Centers of Excellence in Partnerships for Community Outreach, Research on Health Disparities and Training (\$382,671), Institute of Museum and Library Services (\$965,910), UVI Wellness Center (\$275,000), and AIDS Education Training Center (\$150,000).

■ Criterion 2.3

Increase the number of publications supporting policy development to an average of three to five per year between 2003 and 2005. Achieved

Four policy development publications were generated for FY 2005.

Strategic Thrust 3

Teaching & Learning

Increase the collaboration and cooperation across organizational units to address teaching effectiveness and student learning outcomes.

■ Criterion 3.1

Increase cross-collaborative teaching projects from two in FY 2002 to five in FY 2004. Achieved & Exceeded

Faculty members engaged in twelve collaborative teaching projects for the 2003-2004 fiscal year.

■ Criterion 3.2

Increase cross-collaborative research projects and assignments from two in 2002 to six for FY 2004. Achieved & Exceeded.

Faculty and staff were involved in eight collaborative research projects that included, but were not limited to, the Department of Planning and Natural Resources, Water and Power Authority, Virgin Islands Environmental Research Station (VIERS), and the University of South Carolina.

Strategic Thrust 4

Marketing & University Relations

Enhance the University's image and reputation in the community by creating better alignment with its contributions and impact on the future of the Territory.

■ Criterion 4.1

Develop at least two approaches by 2003 that demonstrate UVI's engagement and encourage a positive image in the community. Achieved

Through consistent media exposure and purposefully increased partnerships with VI governmental agencies, the University received significantly more positive press as well as recognition of the University's leadership role within the community. Examples include selection of the President as Person of the Year by the Rotary Club of St. Thomas II and as Woman of the Year by the St. Thomas Business and Professional Women's Organization. The University sought and received significantly increased financial support from the community as well as the private sector in support of the President's inauguration.

During the year, the President's communications strategy was developed and implemented to augment the University's overall Communications Strategy. The President's strategy focused on targeting key audience sectors, including but not limited to faculty, staff, students, alumni, the business community, Virgin Islands Government, and philanthropic constituents. Candid input was sought from key internal stakeholders, which led to recommendations for enhancing future interactions on the part of the President. The President spent more than half of her time interacting with external stakeholders.

■ Criterion 4.2

Develop a communications plan by spring 2003. Achieved

Public Relations developed a UVI Marketing and Communications Plan to enhance the University's public image through FY 2005. Additionally, the University developed and approved a new branding theme for UVI—Specializing in Futures.

■ Criterion 4.3

Implement the Marketing and Communications Plan to enhance the University's public image in ways that will augment institutional success for FY 2004. Achieved

The communications plan was expanded. Additionally, the University established a consultancy agreement to implement a comprehensive branding and marketing campaign by late fall 2004. By developing and marketing a strong UVI brand that emphasizes quality and success for its graduates, the University anticipates local, regional, and global perceptions of the institution to improve.

Strategic Thrust 5

BOT Engagement

Increase the Board of Trustees' participation in the achievement of the Strategic Plan.

■ Criterion 5.1

Involve 75% of the Board in UVI events, public activities, and fundraising by FY 2004. Achieved

The UVI Board of Trustees continues to be actively involved in all major UVI events, public activities, and fundraising. These events include Commencement, Convocations, Charter Day, Afternoon on the Green, Alfred O. Heath Distinguished Lecture Series, Reichhold Center Season Opening, Employee Service Awards Ceremony, donor receptions, and other activities. Eighty-five percent of Board members participated in at least one major event during the year. Overall, the Board's engagement and participation at the University was commendable for 2003-2004.

A number of strategies were initiated to enhance ongoing interactions with the Board of Trustees. The strategies

included, but were not limited to, personal invitations to attend UVI events, email updates on University events and achievements, shared published materials, one-on-one meetings with Trustees, and regular meetings with the Chairman. The impact of more personal interactions with the Board is enhanced knowledge and understanding by Trustees of University issues, and stronger relationships that have facilitated governance and helped the administration realize the strategic objectives stipulated in the 2000-2005 Strategic Plan.

Strategic Thrust 6

Research & Technology Park

Establish/expand the Research and Technology Park on St. Croix.

■ Criterion 6.1

Pass legislation by 2002. First contacts with tenants in 2003. Achieved

The UVI Research and Technology Park (RTP) signed its first tenant, Crucian Global, and opened for business on the St. Croix campus in August 2003. The VI Government awarded the University \$2.5 million to support start-up operations for the RTP.

The RTP made significant progress during FY 2004. Release of the \$1.5 million appropriated for the Park's start-up operations has provided sufficient working capital that will be used to finance administrative operations for the next two years. The Park business plan was developed and title for one of two parcels of land was received. The Park's infrastructure plans are progressing and the Park's St. Croix office on the St. Croix campus is open for business.

Crucian Global has signed a joint partnership agreement with KD-Web (a web hosting company based in California) that provides capital and the support structures to facilitate achievement of the Park's major deliverables. In addition, the UVI RTP and the UVI Small Business Development Center (SBDC) are collaborating to introduce the Small Business Administrations' Small Business Innovation Research Program (SBIR) to the Territory.

Strategic Thrust 7

Community Engagement & Lifelong Learning

Create an organizational capability to engage in local consulting activities.

■ Criterion 7.1

Complete the integrated organizational structure by 2003. Achieved

The Community Engagement and Lifelong Learning Center (CELL) developed an integrated organizational structure to support UVI consulting activities, and in collaboration with Hezel Associates developed an institutional policy to support entrepreneurial activities.

■ Criterion 7.2

Contribute \$35,000 in net revenues to the General Fund by FY 2004. Not Achieved.

■ Criterion 7.3

Increase the number of local consulting engagements to a minimum five per year, which will contribute \$100,000 in net revenue by 2005. Not Achieved

■ Criterion 7.4

Contribute \$65,000 in net revenues to the General Fund by FY 2005. Not Achieved.

CRITERIA 7.2, 7.3, AND 7.4 WERE NOT ACHIEVED PRIMARILY FOR THE FOLLOWING REASONS:

CELL was established in 2002. In order to provide start-up funding, CELL was included as part of the five-year Title III grant through the U.S. Department of Education. CELL was approved as one of the five initiatives sponsored under Title III, and was fully funded at \$320,000 per year which covered all salaries and operating expenses. This funding allowed CELL to generate gross revenues. The assumption in use when criteria 7.2, 7.3, and 7.4 were established was that CELL would be able to generate sufficient revenues to contribute to the General Fund.

However, in February 2004, the U.S. Department of Education discontinued CELL from the Title III program. Simultaneously, the University was informed that all revenues generated by CELL while being supported with Title III funds were deemed 100% restricted and therefore considered Title III program income. This federal restriction stipulated that revenues generated by CELL had to be re-invested into the Title III program.

Additionally, the discontinuation of Title III funding (covering salaries and operating expenses) resulted in a funding gap for CELL. All revenues generated by CELL from February 2004 going forward were used to assist in closing CELL's funding gap. The remaining portion of the funding gap was subsidized through appropriations dollars.

Although not able to contribute to the General Fund between FY 2002 and FY 2005, CELL did generate over \$500,000 in revenues through training, grants, consulting contracts, private donations, and management fees.

Strategic Thrust 8

Financial Diversity

Build a diversified financial base that balances operating funding needs against long-term financial requirements for sustainable growth.

■ Criterion 8.1

Contribute \$240,000 from Annual Giving Fund to the General Fund for FY 2004. Achieved

■ Criterion 8.2

Contribute \$360,000 from Annual Giving Fund to the General Fund for FY 2005. Achieved

Criteria 8.1 and 8.2 were achieved by moving some unrestricted donations from the Annual Fund to the General Fund and by attracting some restricted Annual Fund donations to support a number of operational projects which might otherwise have been supported by appropriation dollars. Those projects for FY 2004 and 2005 included the Accounting Summer Institute, Future Global Leaders, and the Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR).

■ Criterion 8.3

Reduce auxiliary subsidies by \$565,000 for FY 2005. Not Achieved

The University did achieve a reduction in appropriation subsidies for auxiliary services of \$465,000 for FY 2004 and 2005, based upon recognition by the Board of Trustees' Finance Committee of the hybrid, multi-function nature of the Sports and Fitness Center (SFC). SFC has met its 25% revenue-generating requirement when the E&G functions are fully taken into account. The other auxiliaries are functioning at self-sustaining levels.

Strategic Thrust 9

Campus Restructuring

Reorganize/realign academic programs on both campuses to help the University become stronger, more efficient, and more competitive.

■ Criterion 9.1

100% of the programs should be aligned with the vision by 2004. Develop alignment criteria by 12/2002. Achieved

Efforts to align academic programs with the University's vision were started during FY 2003, along with the development of cost and revenue data by program. Based on criteria developed by a task force, all UVI programs were deemed aligned to the vision to offer programs supporting the social and economic transformation of the Territory. The data from this review was incorporated into the program rationalization initiative presented to the Board, as part of the academic restructuring plan, in October 2004.

■ Criterion 9.2

Restructure campus academic identities and realign and/or consolidate program offerings to reduce costs by \$250,000 for FY 2005. Not Achieved

Moving to a fully activated, academic Provost's component, with a CEA on each campus for student affairs, operations, and security, as well as the change from six divisions/twelve chairs to five divisions/five chairs, provides a more efficient, competitive framework for continuously improving our academic programs. Restructuring was achieved by

the beginning of fall 2005; however, the timing of the implementation of academic restructuring (July 1, 2005) did not allow for complete realization of cost savings in FY 2005.

Strategic Thrust 10

Community Engagement & Lifelong Learning

Meet customer and territorial needs for non-degree and non-traditional programs.

■ Criterion 10.1

Increase the number of students enrolled in non-degree, non-traditional programs from sixty in 2002 to 300 by 2004. Achieved

CELL has consistently exceeded institutional targets and expectations for its growth and development. CELL's enrollment grew from sixty in 2002 to 658 in FY 2004, and by the end of FY 2005, approximately 1,500 students had participated.

CELL also made significant progress toward creating a consulting and professional services component. An assessment was conducted in 2004 during which more than thirty companies expressed an interest in consulting and other professional services. Several contracts were secured with a number of agencies including the Law Enforcement Planning Commission, Prosser ICC Foundation, and Department of Planning and Natural Resources.

The number and breadth of courses and programs offered by CELL has grown significantly. From offering only one course in 2002, CELL's program inventory grew to over 100 by FY 2004. Partnering with an online training company in FY 2005, CELL is scheduled to offer online courses for eighty new programs, spanning five disciplines. To affirm its program quality and enhance marketability, CELL was accredited by the International Association of Continuing Education and Training (IACET), and captured the American Management Association (AMA) franchise for the Eastern Caribbean and Puerto Rico.

During FY 2005, CELL, in collaboration with members of the Virgin Islands healthcare community, launched an initiative to train home healthcare workers. To date, thirty

students have been trained territory-wide. The Governor also designated CELL to manage the Occupational Safety and Health Assistance (OSHA) technical support and consultation program for Virgin Islands businesses.

CELL's impact on the community has been highly visible in both the private and public sectors. This is a valuable asset to the University's image and reputation. It is clearly a growth area for UVI with respect to revenues and services. Challenges and opportunities will continue as the University attempts to develop and grow synergistic interactions between traditional academic programs and CELL.

Strategic Thrust 11

Campus Restructuring

Develop unique programmatic identities for each campus.

■ Criterion 11.1

Each campus will be identified with at least three unique programs or Centers of Excellence. Achieved

The unique program or Center of Excellence is defined by looking at the resource/demand relationship for particular programs on each island. On St. Croix, the three unique programs are the Associate of Applied Science (A.A.S.) in Process Technology, agricultural research in aquaculture and selected tropical livestock, and the Reserve Officer Training Corps (ROTC) program. On St. Thomas, the three unique programs are marine biology, pre-engineering and pre-medical school programs, and the journalism component of the Communication Studies degree. Efforts to market these unique campus programs will be accelerated as part of VISION 2012.

Strategic Thrust 12

Student Retention

Improve the student's educational experience through enhanced advising, academic support, student services, financial support, and campus life initiatives.

■ Criterion 12.1

Initiate in FY 2002 a program assessment strategy. Achieved

In FY 2002, UVI engaged a consultant to develop the parameters for program assessment, and a first set of program assessments was conducted in the six academic divisions. These assessment parameters included, but were not limited to, credit hour production by faculty and program; revenues generated by course, program, and campus; and costs expended per program by campus. As the University moves forward under VISION 2012, these data will be utilized to continuously enhance the operational efficiency and effectiveness of all educational programs.

■ Criterion 12.2

Develop a tool to measure student satisfaction by spring 2002. Achieved

The Office of Institutional Research developed and implemented internal surveys to measure student satisfaction. These surveys targeted freshmen and seniors. Survey results indicated the need to conduct further research utilizing nationally-oriented instruments (e.g., Noel-Levitz) to gain a more comprehensive assessment of student perceptions of institutional strengths and areas in need of improvement.

■ Criterion 12.3

Initiate academic support and student services assessment plan of action for FY 2004. Achieved

Utilizing consultants, outside reviews and action reports were conducted and completed. Operational examinations were conducted for the Enrollment Management division, the Human Resources Office, and the post-award grants management process. Action reports were prepared and the results used within the University to determine effective strategies for enhancing the level and quality of support and services provided.

■ Criterion 12.4

Measure student satisfaction using multiple approaches for FY 2005. Achieved

During FY 2005, the University conducted several surveys to assess student satisfaction, including the Noel-Levitz

Student Satisfaction Survey and the National Survey on Student Engagement (NSSE).

These processes allowed UVI to better assess and examine student attitudes and perceptions of institutional strengths and challenges with a variety of measures. All of the surveys have highlighted that the University must focus more on the student learner, a necessity that will be addressed in VISION 2012.

■ Criterion 12.5

Increase freshman to sophomore retention rate from 63% in 2001 to 80% for FY 2006. Not Achieved

The retention rate for first-time, full-time freshmen is now 72%, up from 56% in 1999. This retention rate is significantly higher than the national average (40% - 45%) for four-year public universities, and compares favorably with UVI's peer institutions (68%), and peer HBCU's (69%). Several strategies have been implemented to enhance student success and bolster retention. These include peer support services, mandatory freshmen seminars, academic services, psychological assessments and referral services, and online tutorial support. Efforts to enhance the retention rate will continue as part of VISION 2012. (The Planning Committee of the Board had several discussions regarding the 80% retention goal for first-time, full-time freshmen and acknowledged that UVI's freshman retention rate compares favorably with other institutions. Their informal conclusion was that a long-term goal of 80% is unnecessarily ambitious.)

Strategic Thrust 13

Enrollment Management

Increase enrollment by balancing the student compositions to achieve revenue generation targets.

■ Criterion 13.1

Targeted population enrollments will increase by 10% for fall 2002 and by another 10% in fall 2003. Not Achieved

Enrollment increased by 10% and 7.8%, respectively, for fall 2002 and fall 2003. The student headcount was 2,519 for 2002 and 2,715 for 2003.

■ Criterion 13.2

Increase graduate class size from nine in 2001 to twelve in fall 2002. Not Achieved

Since fall 2000, graduate student enrollment increased from 154 to 207 for fall 2005, a 34% increase. However, the average graduate class size did not increase, primarily due to an increase in the number of classes offered and low enrollment in the Master of Arts in Public Administration (M.P.A.) program.

■ Criterion 13.3

Increase contribution to total revenues from tuition and fees to at least 20% by FY 2005. Achieved

The University has made progress increasing tuition and fees. As a contribution to total operating revenues, tuition and fees increased from 20.97% in FY 2000 to an estimated contribution of 23.89% for FY 2005. Rates for tuition and fees were increased by 10% in 2004 and 2005.

■ Criterion 13.4

Increase enrollment by a minimum of 5% for fall 2004 and fall 2005, respectively. Not Achieved

Enrollment for fall 2004 and fall 2005 declined by 5.5% and 6%, respectively. The total headcount for fall 2004 was 2,565 with a Full-time Teaching Equivalency (FTE) of 2,158 and credit hours of 25,525. For fall 2005, enrollment was 2,392, a 7% decline over 2004. The FTE was 2,056, and credit hours were 24,312—a decline of 5% for both categories over fall 2004. An action plan for enhancing enrollment in the future will be forthcoming.

■ Criterion 13.5

Increase revenue contribution from tuition and fees by \$1.06 million for FY 2005. Achieved

Since fall 2000, the University realized a \$1,063,976 increase in revenues from tuition and fees. This revenue gain was largely attributed to a 10% tuition rate increase and varying increases in University fees that became effective January 2004 and August 2005. Tuition and fee revenues for 2005 are estimated at \$8.6 million, a 12.4% increase over FY 2004.

Strategic Thrust 14

Faculty/Staff Hiring & Retention

Improve the University's ability to attract and retain faculty and staff by enhancing the work experience, opportunities for professional development, and satisfaction.

■ Criterion 14.1

Identify benchmark institutions by 12/2002. Achieved

Twenty-one benchmark institutions were identified for comparative purposes based on size of enrollment, public/private status, Carnegie classification, and other similarities to UVI. The benchmark institutions are Albany State University, Alcorn State University, Coppin State University, Delaware State University, Eastern New Mexico University—Main Campus, Elizabeth City State University, Fort Valley State University, Francis Marion University, Inter American University of Puerto Rico, Kentucky State University, Mississippi University for Women, Mississippi Valley State University, Savannah State University, Sul Ross State University, Texas A & M International University, University of Guam, University of Hawaii—Hilo, University of Texas of Permian Basin, UNC—Pembroke, and Winston-Salem State University.

■ Criterion 14.2

Initiate a faculty and staff satisfaction and performance measurement program by 2003. Not Achieved

A survey of faculty and staff satisfaction was conducted in 2003. The survey found that “employees are very pleased with many aspects of the University; however, they would like to see the compensation system improved based on merit, fairness, and competitiveness.” A faculty and staff satisfaction and performance measurement program, however, has not been established.

■ Criterion 14.3

Develop a plan in FY 2004 for Board of Trustees review and approval to award a salary increase or a bonus to faculty and staff for FY 2005. Achieved

Because of deteriorating financial conditions between January and March 2005, the President presented a number of options to the Board in March 2005 for the purpose of enhancing morale and support for University faculty and staff. Following the review of several compensation options, the President recommended and the Board approved a proposal that would pay merit awards in a one-time, lump sum payment using the Quasi-Endowment as the funding source. This decision has allowed faculty and staff to feel more valued within the University community. Since then, the University has institutionalized the Compensation Committee and new policy guidelines are being drafted.

■ Criterion 14.4

Revise the performance evaluation system for enhanced assessment of human resources for FY 2005. Not Achieved

In FY 2005, the University approved a new five-point performance rating system to replace the previous four-point rating system. The Board of Trustees also approved a resolution that removed the merit award system from the performance evaluation system and proposed the development of a new incentive award program that will be linked to achievement of strategic plan goals as outlined in VISION 2012. A set of policy recommendations and a new incentive award program are currently under development to address cost of living (COLA), market, and equity adjustments.

Strategic Thrust 15

Academic Quality

Ensure that the academic quality of UVI Programs is equal to a comparable group of competitive institutions.

■ Criterion 15.1

Implement Comprehensive Outcomes Assessment Program to sustain accreditation and enhance educational (student learning) and institutional effectiveness for FY 2004. Achieved

Launched in January 2004, the Comprehensive Outcomes Assessment Program focuses on enhancing institutional

effectiveness/performance and student learning outcomes in compliance with the Characteristics of Excellence accreditation standards mandated by the Middle States Commission on Higher Education. A number of initiatives were implemented to enhance institutional effectiveness as part of this program. An example of an initiative to impact student learning was an online tutorial for nursing students to help increase their success rate on the nursing licensure exam.

UVI began assessing student learning outcomes during spring 2004. Each academic division developed assessment plans and began collecting data during the spring 2004 semester.

■ Criterion 15.2

Build and strengthen Institutional Research Office capabilities for FY 2004. Achieved

The Office of Institutional Research and Planning, under new leadership since March 2004, has strengthened the University's capacity and systems to facilitate the collection and analysis of data to support planning, budgeting, and decision making.

■ Criterion 15.3

Increase success rates of UVI graduates on post-graduate tests by FY 2004. Not Achieved

Post-graduate tests refer to licensure and qualifying graduate exams for graduates coming out of professional programs. UVI nursing graduates are required to take a post-graduate test to validate their competencies. The pass rate for UVI nursing graduates taking the National Council Licensure Examination (NCLEX) in 2004 was 100%. The only other professional program whose graduates take post-graduate tests is accounting, for which students can elect to take the CPA exam. However, without baseline data for CPA success rates, results could not be measured.

■ Criterion 15.4

Improve student perceptions of academic quality from fair to 80% good for FY 2005. Not Applicable

This criterion is noted "not applicable" by the Board. Historically, student perceptions of academic quality have

been good to very good based on internal studies—not "fair" as stated in the original criterion.

During FY 2005, two national surveys were conducted that reaffirmed students' perceptions of academic quality. According to the National Survey on Student Engagement (NSSE), 84% of seniors and 73% of freshmen ranked their educational experience at UVI between good and excellent. The Noel-Levitz student satisfaction survey noted several areas of strength relative to instructional effectiveness. Those areas included faculty knowledge, quality of instruction, commitment to academic excellence, and course content. Areas of challenge included variety of courses offered and faculty concern for the individual. A complete review of the Noel-Levitz survey results is available online at <http://faculty.uvi.edu/iresearch/SurveyReports/Noel-Levitz.pdf>. [Also see 2002 Cooperative Institutional Research Program (CIRP) Freshmen Survey and 2002 UVI Exit Survey at <http://faculty.uvi.edu/iresearch/surveys.htm>.]

■ Criterion 15.5

Develop mechanism for monitoring UVI graduates' success entering graduate programs for FY 2005. Achieved

The University used the National Student Clearinghouse (NSC) system to track the number of UVI graduates entering graduate or professional schools throughout the United States as part of its annual Title III funding application process. Following an assessment of the NSC's effectiveness, this approach is being considered for long-term use by Institutional Research and Planning.

Strategic Thrust 16

Process Redesign

Reengineer and reorganize work processes and organizational functions using information technology to generate cost savings of \$300,000.

■ Criterion 16.1

Develop an operational productivity measure by the end of 2002. Not Applicable

The Planning Committee of the Board of Trustees agreed that this criterion was not appropriate, and that instead,

the University would develop multiple measures to assess operational levels of productivity throughout the institution.

■ Criterion 16.2

Realize cost savings of \$120,000 for FY 2004 and \$180,000 for FY 2005. Not Achieved

No significant cost savings have been realized due to the untimely death of the administrator leading this project. The redesign efforts initiated in 2004 were procurement, human resources appointment, and student communications. These initiatives and the redesign of other administrative and student support services are key objectives in VISION 2012, and will move forward under the leadership of the Vice President for Information and Technology Services in collaboration with the Provost, Campus Executive Administrators, and Vice President for Administration and Finance.

Strategic Thrust 17

Teaching & Learning

Improve student learning through integration and utilization of technology in the teaching process.

■ Criterion 17.1

Revise the Computer Literacy Exam (CLE) for FY 2004; implement a new CLE for FY 2005. Not Achieved

The Academic Technology Committee successfully developed a revised approach to the Computer Literacy Exam (CLE) and associated learning support. However, the lack of a decision regarding organizational responsibility for implementation has delayed approval by the Curriculum Committee. The goal remains for the University to implement a CLE based on best practices and current research that will shift the approach from self-paced learning to a pace that is more proactive in making students proficient in the use and understanding of information and communication technologies. Implementation of the new exam and learning support will be scheduled following approval of the new regulation and supporting training.

■ Criterion 17.2

Continue the integration of IT skills application across the curriculum as part of assessment of student learning outcomes for FY 2005. Not Achieved

As the use of technology across the curriculum increases, students will be required to gain proficiency in the use of basic software applications for word processing, email, and Microsoft PowerPoint, as well as proficiency in navigating the University's web-based learning system, Blackboard. In response to the increased learning requirements for students and the need for faculty to be more adept at infusing technology into instruction, a training program in Blackboard and other technologies was piloted during the 2004-2005 academic year. The experience gained from this training program is guiding the reorganization of technology and library components to focus resources on professional development for faculty. This resource center will provide self-paced, web-based learning, required training sessions in the new library computer labs, and stronger integration of information and computer literacy across the curriculum, in cooperation with the Library Services component. Overall, this collaboration is one of many initiatives being implemented to support the enhancement of teaching and learning at the University.

■ Criterion 17.3

Continue the enhancement of faculty IT skills and use of technology in teaching strategies for FY 2005. Achieved

Faculty members continue to increase the use of information and communication technology in courses taught. Six "Smart Classrooms" were created in spring 2005, and six additional rooms will be outfitted by the beginning of fall 2006. These classrooms provide faculty with state-of-the-art presentation software, which is essential to weaving technology into the everyday classroom. In support of these efforts, extensive training in the use of Blackboard was provided to faculty during the 2004-05 academic year. This training allows faculty members to use the web to communicate and interact with students and to provide course materials online. To date, approximately 80+ courses include Blackboard components and are actively utilizing web-based information technology as part of the learning process. In addition, the 2005 Faculty Development Institute included a number of sessions on Technology and Pedagogy.

Strategic Thrust 18

Physical & Technological Resources

Upgrade the University's physical and technological assets to augment the achievement of institutional goals.

■ Criterion 18.1

Identify deficiencies in relationship to the Plan 2000 initiatives by 4Q2002. Achieved

Gaps in the University's physical and technological assets were identified by the then Chief Information Officer (CIO) and integrated into Plan 2000–2005 by the Strategic Plan Steering Committee.

■ Criterion 18.2

Implement capital projects to relieve physical plant constraints as funding becomes available. Achieved

Through the successful sale of \$21 million in Series A Bonds, the University has \$19 million to support Phase II Capital Projects for St. Croix and St. Thomas, as outlined in the Master Plan. The implementation schedule has been developed and projects are being implemented.

■ Criterion 18.3

Develop a technological infrastructure plan to use in academic training and to optimize operational efficiencies for FY 2004. Not Achieved

A preliminary Strategic Technology Plan was developed in FY 2004 based on an internal evaluation of operational issues and an external assessment on the capabilities of UVI's network. The Technology Plan was not finalized due to the untimely death of the CIO who was responsible for its development.

Conclusion

The activities UVI has engaged in as a result of the 2000-2005 Strategic Plan have strengthened the University as a collaborative community.

The lessons learned from the creation, enactment, and completion of this Plan have prepared the UVI community for the initiation of VISION 2012. The matters of continuing interest noted below have been incorporated into VISION 2012.

Matters of Continuing Interest

- Enhancing enrollment
- Enhancing academic quality through program rationalization
- Improving compensation to enhance recruitment & retention of staff/faculty
- Reengineering work processes for greater efficiency & effectiveness

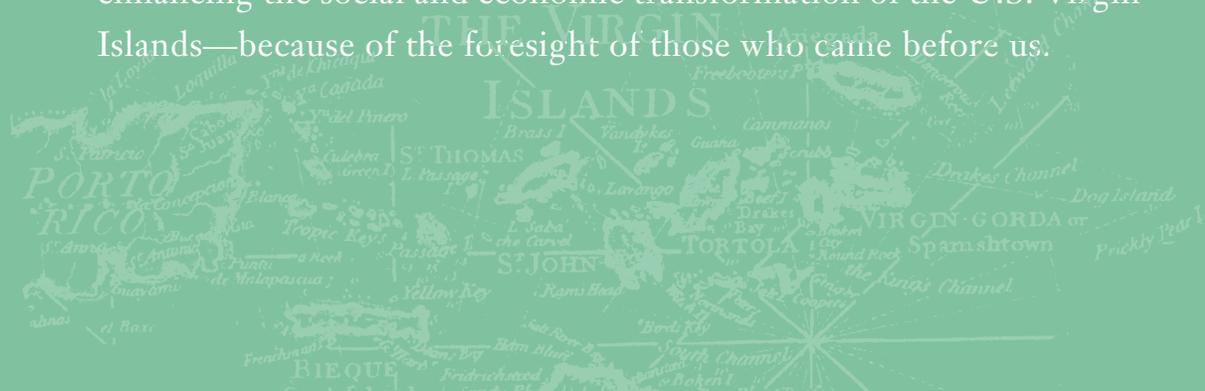
- Strengthening educational and institutional effectiveness
- Improving assessment of student learning outcomes
- Reducing operational costs for enhanced efficiencies
- Expanding CELL to meet territorial training needs
- Redesigning information technology infrastructure

The achievements realized between 2002 and 2005, under the guidance of the 2000-2005 Strategic Plan, have better positioned UVI to move forward and become an exceptional U.S. institution of higher education dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the U.S. Virgin Islands.

Afterword

The journey ahead

As we begin to implement a new strategic plan, VISION 2012, we can look back with pride to the guidance provided by this five-year plan. It laid the groundwork for us to reach further and expect more of the journey ahead. Thanks to that hard work, we can envision the next step—to become an exceptional U.S. institution of higher education dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the U.S. Virgin Islands—because of the foresight of those who came before us.





Special thanks to the Title III Office, U.S. Department of Education, for its generous financial support of VISION 2012's development and publication.

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