

MESSAGE FROM THE PRESIDENT



The University of the Virgin Islands (UVI) has made significant strides since its chartering as our community's College of the Virgin Islands (CVI) on March 16, 1962, and commendable advancements since being renamed the University of the Virgin Islands and being recognized as a Historically Black College and University (HBCU) in 1986. I remain grateful to the five Presidents who have proceeded me—especially Dr. Orville E. Kean who was President during my years as a UVI student 30 years ago. As I recently shared with Dr. Kean, I am because of him. Additionally, the fabric and magic of UVI, including our amazing faculty and staff, are the ‘who’s’ and ‘what’s’ that planted, nourished, and cultivated the seed that bore

the fruits of my labor and many successes. I am forever grateful and committed to my alma mater by the sea. I am both excited and optimistic as we chart this new course, fortify our foundation and ourselves along this journey to becoming a destination education university in America's Paradise—known for par-excellence in teaching, research and service to our students, partners, and community.

The new strategic plan that will guide us on this journey, ***"Momentum: Charting a Course to Becoming a GRAND Destination University,"*** is built on previous successes and lessons learned, and on the hopes, and needs of all UVI stakeholders. We used a very intentional, inclusive agile strategic planning approach, to envision an institution where students and employees thrive, and that contributes to the community in measurable and meaningful ways. We imagined making the impossible possible for UVI and the U.S. Virgin Islands. This plan represents the collective voice of both internal and external stakeholders intended to guide bold actions, practical steps, and calculated risks necessary to position UVI as the premier higher education institution in the region and to transform UVI into a global leader in higher education, data science, public health, nursing, medicine, STEM education and research, marine science, blue economy, environmental health, hospitality and tourism, arts, innovation, creativity, and much more.



UVI is at the nexus of responsibility, opportunity, innovation, and commitment to community. We are our local, hometown university and simultaneously, a global destination for research and marine and environmental science. We are the USVI territory's #1 solution for workforce development across several sectors. We take this responsibility and opportunity seriously. This plan, affectionately called **GRAND Momentum** for short, will also provide the framework necessary to ground us in institutional values focused on courageous caring, efficiency, par-excellence, student-centralism, community and collaboration, partnerships and purpose, culture and traditions, first class customer service, data-based decision-making, discovery, and innovation. UVI is destined to, and for, GRAND-ness. The institutional values that will be intricately linked to this strategic plan and integrated in all things UVI will focus on the GRAND Momentum needed to get us to being #1 in the metrics that matter most to our students, employees, partners, and the public.





Our **GRAND** adventure will focus on the following strategic values:

Giving to and investing in our students and employees: our primary stakeholders. Institutional Advancement will focus its fundraising efforts on the identification, solicitation, and stewardship of its philanthropic partners. Board members, the President’s Cabinet and Alumni will continue to serve as an example of how contributions fundamentally enhance the UVI experience. We will continue to grow relationships with our RT Park and EDC company sponsors. A major shift in fundraising strategy will be to seek out major US corporations and major US based philanthropic foundations who may have interest in our unique value proposition. We will also continue to work with individuals of means with ties to UVI and the USVI in order to provide a sustainable philanthropic funding to the university community.

Resource Management. We will be great stewards of all our physical, natural, human, and fiscal resources. We also value our internal (students, employees) and external (i.e. elected and appointed officials, partners, donors) relationships and will properly foster and steward these relationships. We will also focus on dynamic recruitment and retention of students and talented employees. We will ramp up funded, cutting-edge research and garner the recognition for our results.

Academic Achievement and Excellence will be our #1 priority to ensure that our students receive excellent student support, always, and under all circumstances, so that they achieve their academic goals and thrive as students and individuals. Our faculty will use evidence-based, innovative, student-centered, active learning strategies to ensure a positive, par-excellence learning experience for students.



Number One. Nimbleness. Next Steps. UVI will be recognized and/or ranked #1 (or considered top-ranking) on various metrics via formal ranking (i.e. US News and World Reports, news outlets, research outlets, business sources) and will be recognized for our excellence in various areas through surveys and other avenues. Our employees and practices will demonstrate agility and nimbleness in our approach to maintaining the highest standards of customer service, while adhering to sound policies and standard operating procedures. We aim to use sound decision-making, shared governance, and Lean Six Sigma principles to guide our day-to-day and strategic operations and to significantly improve UVI's operational efficiency while preserving our human capital resources. We will create and uphold a culture of follow-up and responsiveness to help students thrive and UVI succeed.

Data Science. Distinction. Destination Education, First Choice University. UVI will be an institution grounded in data-based decision-making and known for our leadership and advances in novel data science techniques using machine learning and artificial intelligence (AI) to develop predictive models to ensure student success, financial sustainability, and meaningful research outcomes. Our distinction in and across several areas will lead UVI to advance as a First Choice University for students and faculty, and to gain a reputation as a world-class Education Destination, similar to the USVI being known as a vacation, or wedding destination.

