

GREATNESS
THROUGH
INNOVATION



University of the Virgin Islands

STRATEGIC PLAN
2018-2023

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Message from the President

Higher education finds itself in 2018 at a crossroads. Numerous external and internal forces are exerting enormous pressure on colleges and universities throughout the nation. Some experts argue that many institutions of higher learning will not survive these forces and will cease to exist or will be merged with larger educational institutions. They also argue that only those institutions which are authentically innovative will survive and thrive in the decades to come.

The University of the Virgin Islands (UVI) has chosen not to place its head in the beautiful sands around its shores and campuses, but to engage in a systematic process that reinvents the University, and thereby address the challenges it faces. Instead of striving to create a few innovative initiatives, UVI is committed to creating and institutionalizing a “culture of innovation.” In order to become a “great university” that not only withstands the disruptive forces of change, this island university is committed to being a leader for change and innovation in higher education.

The University’s new strategic plan, “*Greatness Through Innovation*,” is the first major step towards creating this “culture of innovation.” Throughout the plan, the goals and measurable objectives all point towards the creation of a university where its emphasis, incentives, and processes stimulate and nurture innovative ideas. Excellent teaching, research, and community engagement are still the fundamental pillars upon which the institution stands, though we plan to fulfill this mission through creative and innovative strategies and initiatives.

This new strategic plan creates a new standard for how universities can weave creativity and innovation into the fabric of their existence. This strategic plan, if successfully implemented, will propel the University of the Virgin Islands into the category of “distinctive leaders in higher education” for decades to come. We invite you to join us on this journey and support us as we strive to shape the future and not just wait for it to unfold.

Executive Summary

The 2018-2023 Strategic Plan, *Greatness Through Innovation*, continues the transformational journey of *Pathways to Greatness* begun in 2012-2018. The performance goals identified for 2023 will keep UVI on course to emerge beyond the limits of its expanding ability. The growth attained under the last strategic initiatives demonstrated the University's remarkable capacity for achieving lofty aspirations that may appear out of reach when compared to existing resources.

Greatness Through Innovation was framed through the window of the 2016-2017 Self-Study process. Like *Pathways to Greatness*, *Greatness Through Innovation* is an initiative with an ambitious target. The University's ability to forge ahead in the face of numerous challenges is evidence of its persistent/persevering capacity for staying the course. The 2018 accomplishments have been assimilated and refined in the new strategic plan.

The Self-Study achieved major strides in steering components to employ measures that successfully demonstrate accomplishments. The new strategic plan strengthens that direction, giving the Institution opportunities for increasing effectiveness in evidence-based decision-making. Data collection and data management are threads that run throughout the *Greatness Through Innovation* performance requirements.

There is no doubt that creativity and innovation will be the hallmarks for achieving success in strategic plan 2023. Focus area I: Innovation and Distinction, leverages the persistence and ingenuity of the workforce for restoring and rebuilding in the face of several gruesome natural disasters. The goals ensure that UVI will see creativity as a natural element for accomplishing objectives throughout the operational programs. Through the establishment and maintenance of an Innovation Fund, targeted creativity training, and expansion of innovation resources, the pockets of creativity that now distinguish some programs can become the established culture for the entire Institution.

Focus Area II: Leadership and Excellence in Academics, Research, and Public Services, emphasizes the understanding that the strength of the academy lies in the power of its curriculum and faculty. The strategic initiatives speak to the infusion of technology throughout the academic programs, ensuring that success levels may be broadly achieved. Through the operational objectives, renowned research areas in Science and Mathematics, Nursing, and Business may increase levels of visibility for their distinctive programming, and inspire similar achievements throughout the Institution and abroad.

UVI places the well-being of students at the head of its core values. Focus Area III: Student Access, Recruitment, and Success brings together the second largest pool of financial resources (after physical plant disaster repair) for addressing known impediments to student success. Strategic initiatives identify tuition support options, creative degree pathways and instructional pedagogy, and holistic approaches for attractive living-learning experiences.

The major achievement of the 2016-2017 Self-Study comes together in Focus Area IV: Measurement, Analysis, Knowledge Management, and Results. This area is key for demonstrating continuous improvement through systematic data collection and data management. It is here that efforts of UVINext may become fully-implemented, achieving its charge to drive the overall institution towards a culture of evidence-based decision-making. From improvements in student recruitment through graduation and employee performance assessments, UVI will be demonstrating its commitment to collecting evidence that clearly shows the impact and success of actions taken in academic and community programs.

Focus Area V: Operational Efficiencies and Focus, emphasizes functional accuracy and best practices in business operations. Strategic initiatives will address gaps in effective documentation of protocols and processes. This includes aligning workflows to reduce costs, errors, and inefficiencies; understanding and valuing consistent, high

quality customer service; and systematically repairing and maintaining damaged facilities for structural improvements. The focus area recognizes the critical importance of effective budgeting functions for achieving the goals of the strategic plan, and gives attention to the important role of the University Budget Committee (UBC) in effectively managing resources to achieve the related objectives.

Focus Area VI: Valuing People, Relationships, and Culture clarifies and institutionalizes UVI's systems for personal development and employee incentives. The shared-governance model addresses the mechanism for giving voice to UVI stakeholders in major policy development, and key operational decisions. *Greatness Through Innovation* fills the gap for celebrating the UVI population's diversity, skill, and accomplishments. Strategic initiatives include opportunities for community engagement and intermingling, celebration of regional culture and history, and mechanisms for reward and salary enhancements.

As a uniquely American, English-speaking institution within the Caribbean and circum-Caribbean, UVI's role as a producer/venue of thought leaders is critically important to the US Virgin Islands, the wider Caribbean, and the World. The impact of two devastating storms throughout the territory during the 2017 hurricane season, has created opportunities for the University's informed leadership to add even greater value. Attesting to the adage of "that which does not kill you makes you stronger," UVI's strength demonstrated throughout the recovery and rebuilding process is evidence that the university IS stronger than it was during the last decennial self-study. In recovery, the institution marshalled its collective innovative and creative energy, to achieve goals that were seemingly impossible in the face of widespread devastation. As the territory embarks on the rebuilding process, UVI is well-placed to model these unique solutions, and to provide data and insight on the deployment of technology and services for communities to weather future natural or other disasters effectively.

Directions for Continuous Improvement

The 2016-2017 Self-Study journey through the process of *Greatness by Design* and the continuing "Quest for Greatness" will unfold in a new strategic imperative in 2018 called *Greatness Through Innovation*. The steering committee of the self-study effectively guided the Institution in the intensive analysis of operations; including strengths and weaknesses of resources, protocols, and strategies; to arrive at the framework on which the pillars of the new strategic initiatives will be based. Picking up the mantle, the 2018 strategic Planning Task Force (PTF) embarked on a process of collecting stakeholder feedback and drafting goals and objectives to achieve aspirations of the framework, over the next five-year period. The pillars as defined became focus areas around which resources and techniques could be deployed. A series of creative planning sessions provided orientation and perspective for generating ideas. The focus areas in this pursuit encompass UVI's core strengths for ensuring student success and for valuing its human resources. With the momentum of the recent wave of innovation and creativity continuing through the implementation of *Greatness Through Innovation*, the University can be propelled further along its pathway to greatness. UVI will be a model institution that integrates culture, academics, and technology to impact the territory, wider Caribbean, and global community: a technologically advanced, culturally centered and socially conscious institution.

The Strategic Planning Process

During the 2016-2017 academic year, UVI engaged in a self-study process in pursuit of re-affirmation of accreditation through the Middle States Commission on Higher Education (MSCHE). This significant event, entitled *Greatness by Design*, culminated with an MSCHE site visit in March of 2017 that confirmed the institution's eligibility for continuing accreditation. The comprehensive review undertaken during the process, significantly advanced the Institution's "Quest for Greatness", as defined by President David Hall and undergirded by the seven (7) MSCHE standards.

Greatness by Design concluded that UVI is effectively on target in serving the full spectrum of its student population. The University's overall focus is acutely student-centered. Its totality of resources converge for the purpose of ensuring that students overcome socioeconomic and historic challenges to lead fulfilling and productive academic experiences. Amid this nurturing environment, UVI's niche co-curricular programming guarantees academically stimulating experiences for high achievers who may otherwise accept recruitment opportunities offered by prestigious and selective institutions throughout the United States.

MSCHE encouraged UVI to explore means of continuous comprehensive assessment of its work on ethics and integrity. The University must also develop assessment tools; systematically implement institutional assessment; aggregate data and utilize that data to improve student learning, retention, and graduation rates. Measures taken thus far to validate that expenditures are linked to goals, and to demonstrate the most effective, efficient, and transparent use of resources should continue. Shared governance through active staff participation in elections and appointment to leadership positions on the staff council, and the expansion of 360-degree evaluations to all levels of management were also identified as methods through which institutional effectiveness could be enhanced. The Institution's success is due to the collective sacrifices and dedication of its faculty, staff, and administrators who continue to shoulder an onerous workload. Their personal and professional well-being must be considered, nurtured, and supported in any institutional undertaking.

Building on the University's strengths, including its shared governance process, the development of the 2018-2023 plan aims to introduce creative problem-solving skills throughout the institution. Creativity and innovation are the skills deemed essential for the further development of UVI. We will not continue to do the same things in the same old way but will create a Culture of Innovation, seeking new methods to accomplish new and transformational projects. To lead the development of the strategic plan, a Planning Task Force (PTF) was formed and charged to work in a collaborative manner with an emphasis on Creativity and Innovation. Comprised of faculty, staff, students, and administrators, the PTF then established focus area subcommittees, which had responsibility for development of goals and objectives on the areas identified.

With consulting support on the Creative Problem Solving (CPS) model, members of the UVI community were afforded the opportunity to attend training. Train-the-trainer sessions were held for the PTF and other leaders in the organization. Sessions were also offered to the entire University community. Faculty, staff, students, and Board members participated in training. The Virgin Islands community input was also sought, using the CPS method in which persons responded to questions on the current conditions and desired place of the University in the higher education landscape. CPS sessions prepared attendees to be open to the process and to the comments of others. Participants were encouraged to reserve judgement and focus on sharing a large quantity of ideas. Ideas were captured on Post-It notes. Ideas resulting from all sessions were simulated on an electronic workspace and grouped in various categories. Content from the workspace was made available to focus area subcommittees, Cabinet, and the PTF in the development of goals and objectives, and remain available for interested persons.

Through this collaborative process, we believe *Greatness Through Innovation* signals the University's commitment, as stated by President David Hall, "to being a leader for change and innovation in higher education."

Introduction

The College of the Virgin Islands (CVI) was founded as a liberal arts institution in 1962 and was awarded land-grant status by the United States Congress in 1972. The College of the Virgin Islands was renamed the University of the Virgin Islands in 1986, to reflect growth in its academic programs, community services, and research programs. In that same year, the US Congress proclaimed UVI an Historically Black College/University (HBCU). It remains today the only HBCU outside of the continental United States.

As of fall 2016, the University offers more than 50 academic programs including four (4) undergraduate certificate programs and four (4) special programs; 39 undergraduate, and 11 graduate degree programs, including a doctoral program, through five (5) colleges and schools. In the fall 2017, UVI opened a new online campus, and as of Fall 2017, offers 14 undergraduate and two (2) graduate degrees.

UVI students enjoy indoor and outdoor activities year-round. Student entrepreneurs are rewarded with startup funds. Science Technology Engineering and Math (STEM) students present their research locally, nationally, and internationally. Internships give students hands-on field experience. Student clubs and organizations offer students the opportunity to lead, work as a team, network, and serve the community. Career counseling and job search assistance is available for all UVI students.

UVI operates as one University with two campuses and additional instructional sites. UVI's mission to provide teaching and learning opportunities to the Caribbean and world is made possible with campuses on the islands of St. Croix and St. Thomas, and an instructional site on the island of Sint Maarten (Netherlands Antilles).

I. Mission

The University of the Virgin Islands' mission is to educate and empower the U.S. Virgin Islands, the Caribbean and the world through an environment that promotes creativity, innovation and excellence in teaching, student learning, research, and community engagement.

II. Vision

The University of the Virgin Islands will be an exceptional US 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 US Virgin Islands.

III. Core Values

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

IV. Management Values

- High Performing Institution with a Focus on Quality
- Service Oriented
- Uncompromised Integrity
- Informed Decision Making
- Fiscal Responsibility
- Performance Assessment
- Emotional and Spiritual Health

Focus Areas

I. Innovation and Distinction

UVI will become a distinctive and innovative institution through programs and approaches that incorporate creativity, innovation, and excellence. This area will establish initiatives that demonstrate leadership in creativity and excellence as a model to other higher education institutions. It demonstrates that the University is committed and energized around the innovative approaches it undertakes, to ensure they become signature elements of the institution.

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
1	Develop a culture of innovation and creativity at UVI.	A. Ensure that at least 60% of employees participate annually in innovation/creativity workshops and/or trainings.	CPS Trainers (including trained UVI personnel and qualified UVI PhD Students)	By AY 2019	All
		B. Ensure that at least 10 departments, units, constituency groups or programs are using creative problem-solving techniques each year.	CPS Trainers (including trained UVI personnel and qualified UVI PhD Students)	By AY 2021	All
		C. All academic and administrative programs will conduct a self-assessment to determine if they are embracing or developing innovative approaches, strategies, and techniques into their operations.	Assessments	By AY 2023	Deans, Chairs, Institutional Research (IR) & Institutional Effectiveness (IE)
		D. Include innovation or entrepreneurship opportunities in at least 5 additional academic programs.	Curricula, faculty partnerships	By AY 2023	Academic Deans, Provost
		E. Increase the institutional score on the Innovation Spectrum from a 2.2 to a 3.5 by the end of the strategic plan.	Survey Instrument	By AY 2023	President, Cabinet, IE, Information, Technology Services (ITS)
2	Establish and sustain an Innovation Fund to support selected innovative proposals, programs or initiatives.	Raise and allocate at least \$1 Million to fund innovative project proposals.	\$1,000,000	By AY 2019	President, Institutional Advancement (IA)
3	Institutionalize investment in program development for UVI's most distinctive academic program areas (e.g. Marine Science, Entrepreneurship, Health Sciences [Nursing and Medical School], STEM Leadership).	A. Ensure that half of the innovation fund allocation goes to distinctive program areas.	Distribution of Innovation Funds	By AY 2021	Provost, Academic Deans, Public Relations (PR)

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
		B. Implement a process for selecting or developing additional distinctive program areas.	Selection Guidelines, Selection Committee	By AY 2021	President, Provost, Academic Deans, Cabinet
4	Expand existing UVI Innovation Centers to generate increased ideation and experimentation.	A. Improve the effectiveness of the innovation centers evidenced through an increased budget of at least 50% for equipment or other enhancements.	\$75,000	By AY 2019	School of Business (SOB), ITS
		B. Achieve utilization of the Innovation Centers by 25% of the student population each year.	Application of innovation center resources in entrepreneurship and applicable programs	By AY 2020	SOB, ITS, Academic Deans
		C. In partnership with the VI Department of Education (VIDoE), increase high school and middle school student utilization of innovation centers by 10% each year.	Faculty/school teacher partnerships	By AY 2022	SOB, ITS, Academic Deans
5	Become a leader in the exploration and implementation of renewable energy technology, resiliency, and disaster mitigation.	A. Develop and implement a totally off-grid solution to address the University's energy needs.	Enter into Power Purchase Agreement, Coordinate with the Caribbean Green Technology Center (CGTC)	By AY 2023	President, Cabinet, CGTC
		B. Develop and implement a Center for Resiliency and Disaster Mitigation.	VI-EPSCoR, UVI Schools & Colleges, RT Park, \$4,000,000	By AY 2019	President, Cabinet, College of Science and Mathematics (SciMath) Dean
		C. Develop and implement a comprehensive "Reduce, Reuse, Recycle" program, in partnership with VI Waste Management.	\$100,000, VI Waste Management partnership	By AY 2023	President, Cabinet, CGTC
6	Utilize data to promote distinctive program successes in national media.	Develop a communication strategy and have at least 2 national placements each year for each distinctive area.	\$400,000 for public relations consultant and materials, \$15,960 for webmaster	By AY 2020	Provost, IA

II. Leadership and Excellence in Academics, Research, and Public Service

UVI will become a beacon for community engagement and outreach with research-based, data-driven, and proven strategies that lead graduates to excel in the workforce. UVI's faculty and institutional services will continue to demonstrate significant drive and vision for improving the well-being of the University, territory, and global community. This leadership will be evident through excellence in innovative teaching strategies, through responsive interdisciplinary applied and basic research, and through collaboration with community partners (governmental, private, educational, and social outreach).

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
1	UVI will become a leader in the utilization of current, resilient, and reliable instructional technology.	A. Ninety percent of full- & part-time faculty will be certified in e-learning techniques and will demonstrate proficiency in using instructional technology strategies.	Proven curricula & trainers, Adequate funding for technology resources	By AY 2023	Academic Deans, Center for Excellence in Teaching & Learning (CETL), ITS
		B. Use data on teaching technology to improve institutional effectiveness by 15% above baseline on annual surveys.	Research of best practices and applicable models of instructional technology	By AY 2022	Academic Deans, CETL, ITS
		C. Upgrade all teaching technology in order to realize no less than 95% uptime and functionality.	\$540,000	By AY 2022	Provost, Academic Deans, ITS
		D. Increase to 100% the number of classrooms with 21 st century teaching and learning technologies.	Upgraded technologies	By AY 2022	Provost, Academic Deans, ITS
		E. UVI Online will be established as a separate academic entity (School, College or Division).	Participation from all programs with online courses, faculty buy-in	By AY 2020	Provost, Academic Deans
2	UVI will develop 21st century academic and, vocational & technical programs and policies, to meet the changing workforce development needs of the Virgin Islands and Caribbean.	A. Review and revise general education curriculum, recommending changes to ensure it meets 21 st century needs.	Curriculum Review	By AY 2022	Provost, Academic Deans, Chairs, Faculty
		B. Implement at least 5 vocational or technical certificate programs or offerings that align with existing academic strengths and compelling local market needs.	\$600,000, Support from Academic Deans & Faculty, Institutional Research, Alumni Affairs	By AY 2022	Provost, Academic Deans
		C. Implement and sustain at least two additional innovative academic programs that meet market needs (e.g. Data Science).	\$400,000, Faculty expertise, Graduate Council, Curriculum Committee	By AY 2022	Provost, Academic Deans
		D. Through academic program review and the UVINext process, assess under-performing or non-mission centric majors and programs for elimination.	\$5,000 For participation in the Delaware Study, Faculty and Deans engagement, Utilization of the Delaware Study	By AY 2022	UVINext, Provost, Academic Deans

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
		E. Increase by 10% the number of students who graduate with minors, double majors, and/or certificates, in addition to a major.	Faculty and Academic Deans engagement	By AY 2023	Provost, Academic Deans
3	UVI will have a high level of productivity and effectiveness in research, grants, contracts, and scholarship.	A. Fully implement the existing indirect cost policy to incentivize an additional 10% of faculty applying for research grants each year.	Funds from Indirect Costs and/or General UVI budget	By AY 2019	VP Finance, Provost, Vice Provost Research and Public Service (RPS)
		B. Twenty-five percent of new faculty in appropriate disciplines will develop research programs/preliminary data.	Support for released-time from teaching to conduct research/outreach, Start-up costs	By AY 2021	Faculty, Academic Deans
		C. Twenty percent of new faculty in appropriate disciplines will use preliminary data generated to develop grant applications.	New faculty, Academic Deans and program director engagement	By AY 2021	Academic Deans, Directors, Vice Provost RPS, Provost, Office of Sponsored Programs (OSP)
		D. Researchers and administration will jointly develop policies and procedures that establishes increasingly efficient, consistent, transparent, and responsive services to faculty engaged in research, to be measured by annual surveys.	Staff and Directors in OSP and Finance, Research Faculty, Academic Deans, VI-EPSCoR and Agricultural Experiment Station (AES) Directors	By AY 2019	Researchers, Vice Provost RPS, Provost, OSP, VP Finance
		E. Revise faculty job descriptions and evaluation criteria to reflect joint appointments and split activities.	Engagement and buy-in of faculty, American Association of University Professors (AAUP), Academic Deans & Directors	By AY 2023	Academic Deans, Directors, Provost, OSP, VP Finance
		F. Increase by 5% each year the number of faculty joint-appointment positions between research, teaching, and/or community outreach.	Engagement and buy-in of faculty, Academic Deans & Directors, HR Director	By AY 2023	Academic Deans, Directors, Vice Provost RPS, Provost, OSP, VP Finance
4	UVI Research Centers will be responsive to community, regional, and national demands by providing relevant research and engagement opportunities.	A. The Office of the Vice Provost of Research and Public Service will annually engage the VI community through surveys and/or focus groups for research needs analysis.	Survey and Focus Group Administration	By AY 2019	Vice Provost RPS
		B. Research Centers will increase by 10% above baseline the number of students engaged in research projects each year.	Research Projects	By AY 2023	Vice Provost RPS, Academic Deans, Directors
5	Increase private sector partnerships & social entrepreneurship programs/activities that will bring innovation in creating community-	A. Increase by 20% above baseline the number of students enrolled in entrepreneurship courses annually.	Advising	By AY 2023	Provost, Academic Deans, Faculty

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
	driven solutions to common challenges.				
		B. Establish partnerships with five private-sector companies each year that provide financial resources, in-kind contributions, student internships, or faculty research opportunities.	RTPark and EDC companies	By AY 2019	President, IA
		C. Develop an interdisciplinary social entrepreneurship program.	Faculty, Curriculum Committee	By AY 2023	Provost, Academic Deans, Faculty
6	Develop and/or strengthen institutional and community programs which improve college readiness, career readiness, and lifelong learning.	A. In partnership with the VIDOe, increase by 10% above baseline the number of UVI freshmen students from the VI who are college ready each year.	VIDOe	Initiation in Spring 2019	President, Provost, Center for Student Success, Access and Enrollment Services (ACES)
		B. In partnership with the private sector, establish UVI as a "University for Life" evidenced by increasing 10% above baseline each year the number of individuals taking advantage of continuing education, re-certification, and re-tooling opportunities.	Marketing \$50,000, Private Sector collaboration	By AY 2020	Institute for Leadership and Organizational Excellence (ILOE), UVICELL (Community Engagement & Lifelong Learning), Academic Deans
		C. Work with the VIDOe to establish a career readiness and support program that is a pathway for those seeking vocational education programs.	Program Development	By AY 2023	Faculty, Academic Deans, Provost

III. Student Access, Recruitment, and Success

UVI will produce graduates who are academically excellent, globally sensitive, entrepreneurially focused, emotionally and spiritually balanced, and willing to serve the world. The University will reinforce the student recruitment process to maximize student access to higher education and educational success and achievement, through the development of innovative strategies that engage and support individuals as they pursue their academic and career goals. The University will identify and proactively eliminate barriers to student access, recruitment, success, and achievement.

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
1	Invest in Virgin Islands workforce development by providing free tuition for all territorial High School graduates whose family income is below \$125,000 a year through a combination of Federal, local government, and private support.	Provide free tuition for 1,268 full-time students by 2020 and 1,562 full-time students by 2023.	\$15,000,000, Local government funds	By AY 2020 and 2023	President, IA, ACES
2	Increase scholarship support for graduate and non-resident students.	A. Increase non-resident scholarship support by 10% above baseline each year.	EDC & RTP company \$ support	BY AY 2020	President, IA, ACES
		B. Increase graduate student support by 10% per year through scholarships and fellowships.	EDC & RTP company \$ support	By AY 2020	President, IA, ACES
3	Develop and implement alternative degree pathways, to include a 3-year accelerated degree pathway for selected undergraduate students.	A. Enroll at least 10 students each year into a 3-year accelerated program.	Academic Deans, Center for Student Success (CSS), Advising ACES recruitment PR publicity	By AY 2021	Provost, Academic Deans
		B. Enroll at least 10 students each year into an enhanced and rigorous honors program.	Academic Deans, CSS, Advising, ACES recruitment PR publicity	By AY 2021	Provost, Academic Deans
4	Improve the environment for student success and achievement through innovative practices in Instructional Pedagogy.	A. Introduce opportunities for transforming teaching & learning strategies, course designs & policies through funding 5 such projects a year.	\$100,000 grant program, Training resources available through the CETL	By AY 2020	CETL, Academic Deans, Provost
		B. Provide multiple opportunities annually for faculty/advising staff to participate in "Growth Mindset" or other non-cognitive skills training and formulate a plan for implementing these approaches in courses and interactions with students.	\$50,000, Training resources available CETL	By AY 2019	CETL, Academic Deans, Provost
		C. Enrich instructional design options by expanding research platforms to incorporate regular UVI faculty sharing of best practices and	Training for faculty in use of technology resources, Faculty and staff partnership with RPS & Eastern Caribbean Center (ECC)	By AY 2019	CETL, Academic Deans, Provost, RPS

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
		experiences for teaching & learning.			
5	Improve the environment for student success and achievement through streamlined structures and accountability in Academic Advising.	A. Fully implement and promote all aspects of the Advising Plan, including well-defined & communicated advising relationships, resources, and accountability.	Internal communications, Training, Faculty, Academic Deans, CSS	By AY 2019	Provost, Academic Deans, Deans of Student Affairs, Alumni Affairs, CSS
		B. Improve student satisfaction with academic advising effectiveness by 10% above baseline each year.	Require faculty and student adherence to advisement schedules	By AY 2021	Provost, Academic Deans, Deans of Student Affairs
		C. Improve student advising and degree planning through use of existing/new software by 25% of faculty & students.	Software Training, Faculty and student adherence to advisement schedules	By AY 2020	Provost, Academic Deans, Deans of Student Affairs
		D. Increase deployment of BucsConnect (EAB) for faculty to achieve 20% annual utilization above baseline.	Faculty buy-in and engagement	By AY 2021	Provost, Academic Deans, CSS
6	Improve the environment for student success and academic achievement through enhanced holistic student support.	A. Increase by 10% above baseline the number of faculty submitting Early Alerts and Progress Reports annually.	Point-of-need training opportunities, online self-help resources for technology tools	By AY 2019	Provost, Academic Deans, ACES
		B. Improve academic success by reducing student D/F grades 10% below baseline for all Schools and Colleges.	Student Outreach and Tutoring	By AY 2022	Provost, Academic Deans
		C. Institutionalize and assess a "Retention Boost" program for all Schools and Colleges.	Program Development	By AY 2022	Provost, CSS, Deans and Faculty
		D. Conduct annual surveys and utilize data on why students leave or withdraw from UVI.	Survey instrument	By AY 2019	RPS, IR, Provost
		E. Develop and implement a robust and holistic approach to student mental health awareness and counseling.	Counselors	By AY 2022	Deans of Students
7	Improve the environment for student success and achievement through innovative opportunities for student engagement.	A. Develop Living-Learning Communities.	\$3,000	By AY 2022	Deans of Students, Housing Supervisors, RAs, Faculty, Librarians
		B. Improve student satisfaction with campus dining services by 20%.	Staff/students to conduct survey and distribute/collect feedback forms	By AY 2020	SGA Presidents, Deans of Students, Director of Student Activities
		C. Increase by 10% each year, above baseline, the number of on-campus employment opportunities for students.	Funding for on-campus employment	By AY 2022	Provost, Deans of Student Affairs, President & Cabinet

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
		D. Integrate “service learning” and other student engagement opportunities into 10% of courses and extracurricular activities.	Curriculum Committee, Training, activities, and events	By AY 2022	Deans of Students, Academic Deans, Student Activities Supervisors
		E. Increase by 10% each year, above baseline, faculty-led out-of-classroom student learning experiences.	Faculty, Academic Deans, Component heads, community partnerships	By AY 2021	Provost, Deans of Student Affairs, President & Cabinet
		F. Create a comprehensive student engagement plan, with elements integrated into courses and extracurricular activities.	Faculty, Academic Deans, ACES	By AY 2021	Provost, Deans of Student Affairs
		G. Increase undergraduate student participation in research, study away or summer programs by 10% per year above baseline.	Research faculty, Academic Deans	By AY 2020	Provost, Deans of Student Affairs, President & Cabinet
		H. Increase by 20% above baseline, the number of students attending athletic and student affairs events.	Promotion of Events	By AY 2022	Deans of Students, Student Activities Supervisors
8	Improve Recruitment, Persistence, and Graduation Rates of students.	A. Implement a comprehensive, multi-year recruitment and retention plan to support a first-year retention rate of 80% and a 6-year graduation rate of 40%.	Strategic forecast analysis model	By AY 2020	ACES, President, Cabinet
		B. Institutionalize the distribution of UVI Rise Funds annually to help students cover un-funded emergency needs.	\$100,000	By AY 2019	President, IA
		C. Realign University operations for improved strategic enrollment management, to increase enrollment by 8% above baseline, reaching a total of 3,000 students.	Increased funding support for strategic management of operations, through realignment of resources	By AY 2023	President, Cabinet, Provost, Academic Deans, Vice Provost for ACES
		D. Increase UVI Online student enrollment by 10% per monthly start.	Recruitment, Marketing	By AY 2023	ACES, IA
		E. Standardize and enhance all transfer student processes, in order to increase transfer student enrollment by 5% each year.	Process Review	By AY 2021	ACES, Academic Deans
		F. Expand and institutionalize the prior learning credit program so that 5 students a year receive some level of prior learning credits.	Program Review, PR	By AY 2021	ACES, Academic Deans

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
9	Improve the environment for student success and achievement through enhanced services for career readiness.	A. Improve student career services through online platforms where student opportunities can be maintained and disseminated.	\$10,000 Implementation, Online career services platform	By AY 2019	Deans of Students, Career Services Staff, ITS, HR
		B. Establish relationships with 100 alumni and/or employers to support efforts to prepare UVI students to enter the workforce.	Alumni Engagement	By AY 2022	IA, Deans of Students, Career Services Staff
		C. Survey at least 100 USVI employers regarding professional readiness of UVI graduates and develop strategies to address the major concerns.	Outreach to business and community partners	By AY 2022	President, Cabinet, Deans, RPS, IR
10	Increase alumni engagement with the University	A. Improve student relationship with the University evidenced by achieving a graduation class giving rate of at least 65%.	Engagement Activities	By AY 2023	Deans of Students, IA
		B. Reactivate at least one alumni chapter per year, resulting in an increase of alumni contribution from 14% to 35% over the life of the plan.	\$100,000 for IA Development and Alumni Officers, Alumni	By AY 2019	VP of IA, Director of Alumni Affairs
		C. Promote alumni success through the creation of a mechanism for annual alumni recognition.	IA staff, Alumni, \$100,000	By AY 2022	President, IA
		D. Establish an annual reunion activity tied to athletics or other University events.	\$300,000	By AY 2020	IA

IV. Measurement, Analysis, Knowledge Management, and Results

UVI will foster a culture where programs, overall operations, and institutional decisions are based on systematic quantitative and qualitative data analysis and are results-oriented. The Institution will commit to enhancing its knowledge of the industry standards of practice and embrace continuous innovative learning.

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
1	Fully institutionalize the UVINext assessment process.	A. Each administrative program will have specific goals for each critical service it provides, with identified timeframes for delivery and shall be evaluated annually on whether those goals have been met.	IE Workshops	By AY 2023	IE, IR, Department & Component Heads
		B. All units will demonstrate integration of established mission and annual goals for assessment by end of AY 2023.	IE Workshops	By AY 2023	IE, IR, Department & Component Heads
		C. All units will conduct self-assessments using the UVINext questionnaire for review on at least a five-year cycle.	IE Workshops	By AY 2023	IE, IR, Department & Component Heads
2	Adopt and implement a 360 review process for all managers and/or supervisors.	A. All managers will receive at least a 3.0 score annually on the 360-review instrument.	\$50,000, DiPolar Instrument	By AY 2021	President, Cabinet
		B. 100% of employees should be evaluated annually.	PeopleAdmin and evaluation training	By AY 2020	HR, Department & Component Heads
3	Enhance the collection of high-quality quantitative data for evidence-based decisions.	A. Develop an institutional Dashboard where all key institutional data and measurements are easily accessible 24/7.	\$100,000 Technology tools and expertise for creating Dashboard, and applying data for forecasting	By AY 2023	ITS, RPS, Cabinet
		B. Dashboard data will be reviewed and used by key decision makers on institutional improvement objectives.	Training	By AY 2023	ITS, IR, IE
		C. Develop a predictive analytic model for forecasting student enrollment and retention outcomes with a confidence interval of 95% or greater.	Training	By AY 2019	ACES, RPS Vice Provost, IR

V. Operational Efficiencies and Focus

UVI will operate in an environment where processes are aligned, and protocols are well-documented, and where accurate data supports decision-making. This area will examine current business practices and guide the University's efforts to achieve efficient operational policies that will meet the needs of all stakeholders.

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
1	Embed superb customer service values and attitudes throughout the institution.	A. Each component will conduct customer satisfaction surveys for at least 20% of stakeholders bi-annually.	Total employee buy-in	By AY 2020	IE, Department & Component Heads
		B. Results of bi-annual component customer satisfaction surveys will improve by 5% with each administration.	Incentives for high quality ratings, training for low ratings	By AY 2022	IE, Department & Component Heads
2	Streamline operations using lean process/process re-engineering techniques for continuous improvement to improve business practices by saving time, reducing costs, reducing protocol steps, empowering employees, and increasing efficiency.	A. Provide multiple training sessions on lean process/process re-engineering methods.	\$10,000	By AY 2020	IE, Department & Component Heads
		B. Develop a comprehensive and fully-embedded model that can measure savings, continuous improvements and reduction in cost from lean process/process re-engineering.	Incentives for employee	By AY 2021	IE, Department & Component Heads
3	Implement innovative processes utilizing technology to improve efficiencies and effectiveness.	A. At least 2 administrative functions per year will become paperless.	Employee buy-in	By AY 2020	Department & Component Heads
		B. Annually, at least 25% of all staff will attend training on the use of administrative applications.	Trainers, Training materials	By AY 2019	ITS, Department Heads
		C. Implement a comprehensive software system to manage student support functions such as student housing, and security reporting.	\$12,000	By AY 2021	Deans of Students, President, Cabinet
4	Re-establish a recurring plant fund with a minimum of \$2 million to address, repairs and enhance University facilities.	Each fiscal year a designated portion of facilities/vehicles will be repaired and enhanced based on input from the UBC and other stakeholders.	\$2,000,000 Plant Funds, University Budget Committee (UBC) input	By AY 2021	President, VP Finance

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
5	Complete the rebuilding of University campuses in a more resilient manner.	All buildings damaged by Hurricanes Irma and Maria will be completely rebuilt according to updated code requirements and will be more resilient in order to withstand future hurricanes.	\$45,000,000	By AY 2023	President, Cabinet

VI. Valuing People, Relationships, and Culture

UVI will provide an environment that values people, relationships, and culture as a fundamental tenet of all operations. The value-driven emphasis of the University examines and shapes aspects of self-governance, the student and employee environment, and facets of its community interaction. The University will execute a model that values all people and relationships through its curriculum, assessment, and operational effectiveness.

At the University of the Virgin Islands we are committed to demonstrating inclusiveness throughout the organization. We are actively creating a community that intentionally engages individuals with diverse backgrounds, talents, skills, ideas, and perspectives to weave a vibrant learning and working environment. We celebrate the contributions and accomplishments of our staff; and foster a culture of engagement through collaboration, cooperation, effective communications, and professional development opportunities that build capacity for faculty, staff, and students to succeed.

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
1	Create a Culture of Inclusion.	A. Make diversity a source of learning, understanding, and change by incorporating this value and insight into at least 2 additional courses per year.	Faculty Training	By AY 2020	Provost, Academic Deans, CETL, Faculty
		B. Provide multiple professional opportunities for faculty and staff to grow in cross cultural competencies.	Training	By AY 2021	HR, CETL, ITS
		C. Provide at least 3 events annually for students, staff, and faculty that celebrate diversity, including religious diversity.	Events	By AY 2021	HR, CSAP
		D. Increase the diversity of the faculty by establishing fellowships and programs that bring 1 faculty member per year from diverse backgrounds to campus for extended periods.	Funds Support for Immigrant Visas, Training support	By AY 2021	HR, Academic Deans & Deans of Students
		E. Emphasize, celebrate and promote UVI's distinction as an HBCU through convening at least two events annually that focus on this tradition.	\$20,000, Programming and Marketing	By AY 2020	President, IA, Public Relations
2	Develop innovative strategies for providing competitive salaries and bonuses to employees.	Establish a mechanism through which salary increases, or bonuses for stellar performance, occur at least every 2-3 years.	\$3,000,000, Input from Staff Council and AAUP	By AY 2022	President, Cabinet
3	In collaboration with the Smithsonian Institution, UVI will strengthen the premier Virgin Islands	Develop and sign an MOU with the Smithsonian Institution's National Museum of African American History and Culture, to provide at least 5 research, other service, or	VICCC, Relevant research, Travel resources for presenter	By AY 2020	VICCC, RPS, CLASS, President

#	Strategic Goals	Measurable Objectives	Resources	Completion Dates	Responsible Unit(s)
	Caribbean Cultural Center and disseminate its related research and findings.	exhibition opportunities for UVI faculty, staff or students.			
4	Build a Campus Culture of Engagement.	A. At least 15% of employees will attend co-curricular and athletic events.	\$130,000 for Public Relations Specialists, Athletics, Student Affairs, Method for tracking employee attendance	By AY 2021	President, Cabinet
		B. Implement an annual campus-wide Day of Service with participation of at least 5 UVI departments.	Facilitator, Release-time for team members	By AY 2021	President, Cabinet
		C. Review and enhance the shared governance structure with input from at least 20% of the UVI population.	Release-time for Council meetings	By AY 2021	President, Cabinet, Senate
5	Strengthen workplace strategies that maximize health and wellness, productivity and success of the campus' diverse faculty and staff.	A. Institutionalize and enhance the University-wide Health and Wellness Plan by providing release time for employees for wellness related activities.	Cigna Wellness Program	By AY 2020	HR, CSAP
		B. 15% of employees will participate in at least one wellness activity each year.	CIGNA Wellness Program	By AY 2022	HR

Implementation and Resources

With programs and approaches that incorporate creativity, UVI will become a distinctive and innovative institution, a beacon for community engagement, outreach with research-based, data-driven, and proven strategies that lead graduates to excel in the workforce. The University will reinforce the student recruitment process to maximize student access to higher education and success and achievement, through the development of innovative strategies that engage and support individuals as they pursue their academic and career goals. We will identify and proactively eliminate barriers to student access, recruitment, success and achievement and will commit to enhancing our knowledge of industry standards of practice and embrace continuous innovative learning.

UVI will operate in an environment where processes are aligned, and protocols are well-documented, and where accurate data supports decision-making. In an environment that values people, relationships, and culture as a fundamental tenet of all operations, the University will execute a model that values all people and relationships through its curriculum, assessment, and operational effectiveness.

UVI will achieve Greatness through the implementation of this creative and innovate strategic plan, covering our activities from 2018 through 2023. The projected cost of \$73,270,960 over five (5) years, though apparently daunting, is manageable, as \$45,000,000 are costs associated with the rebuild of the campuses after the damages from Hurricanes Irma and Maria in September 2017. UVI buildings will have to be reconstructed in a more resilient manner, a process funded by insurance and federal funds. An additional \$15,000,000 is ear-marked for the territorial workforce development initiative, through which the Government of the US Virgin Islands is expected to fund Virgin Islands high school graduates pursuit of a college degree. Outside of those two initiatives, plan costs total \$13,270,960. With a focus on introducing creative problem solving and ideation throughout UVI, we plan to leverage existing resources in achieving success.

One of the realizations from the 2016-2017 Self-Study is that UVI experiences a major challenge with growth and maintenance of fiscal resources to support program development and continuity. To this end, targeted fundraising and grant proposals are critical strategies for ensuring that adequate resources are available for supporting the strategic goals.

#	Focus Areas	No. of Strategic Goals	No. of Measurable Objectives	Costs
I	Innovation & Distinction	6	15	5,590,960
II	Leadership & Excellence in Academics, Research, & Public Service	6	24	\$1,595,000
III	Student Access, Recruitment, & Success	10	38	\$15,763,000
IV	Measurement, Analysis, Knowledge Management & Results	3	8	\$150,000
V	Operational Efficiencies & Focus	5	9	\$47,022,000
VI	Valuing of People, Relationships & Culture	5	12	\$3,150,000
TOTAL		35	106	\$73,270,960

Appendix A: Strategic Planning Task Force

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Appendix B: Focus Area Committees

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