RESOLUTION OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF THE VIRGIN ISLANDS

RESOLUTION NO. ARSA-10172026

Academic Affairs Financial Sustainability and Transformation Plan (AAFSTP) 2026–2027

WHEREAS, the University of the Virgin Islands ("UVI" or "University") occupies a distinctive and consequential position as the public institution of higher education serving the people of the Virgin Islands and as an HBCU, land-grant institution, and regional academic resource; and

WHEREAS, the Board of Trustees recognizes that the University's continued academic excellence and institutional vitality require disciplined stewardship of its human, financial, academic, technological, and physical resources, together with a willingness to continually assess whether those resources are aligned with current and emerging student, workforce, and community needs; and

WHEREAS, changing demographic, enrollment, fiscal, workforce, technological, and higher education conditions require UVI to examine its academic enterprise through a forward-looking and evidence-informed lens that balances fiscal responsibility with academic quality, student opportunity, institutional mission, and long-term sustainability; and

WHEREAS, the Board recognizes that meaningful academic transformation should not be construed as an across-the-board reduction in expenditures, but rather as a deliberate examination of the University's academic model to identify opportunities for greater efficiency, improved resource alignment, strengthened student outcomes, strategic enrollment growth, diversified revenue, and targeted reinvestment; and

WHEREAS, the Board further recognizes that sustainable efficiencies must be pursued without compromising academic rigor, accreditation and licensure requirements, student access, retention, progression, timely degree completion, or the quality of the educational experience; and

WHEREAS, the University has an opportunity to more intentionally align academic programs, instructional capacity, faculty deployment, course scheduling, student-support systems, workforce priorities, research and economic development, and financial resources in ways that maximize institutional impact and advance the University's mission; and

WHEREAS, the Board recognizes that academic decisions are strengthened when informed by a common and validated body of evidence, including enrollment trends, student credit hours, course demand, class size, faculty workload and utilization, program costs, retention, progression, completion, workforce demand, accreditation requirements, and other relevant measures of academic and institutional effectiveness; and

WHEREAS, the Board further recognizes that UVI's academic transformation should create a framework for distinguishing between areas requiring efficiency improvements and those warranting strategic investment, thereby enabling the University to redirect resources toward programs, services, and initiatives demonstrating strong academic, student-success, workforce, research, or institutional value; and

WHEREAS, the Academic and Research Student Affairs Committee ("ARSA") believes that a comprehensive transformation plan should integrate fiscal stewardship with academic innovation, student success, enrollment development, workforce alignment, external resource generation, and strategic reinvestment rather than treating these priorities as separate institutional endeavors; and

WHEREAS, the successful development and implementation of such a plan will require meaningful collaboration across academic, student-success, enrollment, financial, research, economic-development, and administrative functions of the University;

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NOW, THEREFORE, BE IT RESOLVED, that the Academic and Research Student Affairs Committee of the Board of Trustees hereby charges UVI Administration and Academic Affairs to develop a comprehensive Academic Affairs Financial Sustainability and Transformation Plan that advances the University's financial sustainability and institutional effectiveness while preserving and strengthening academic quality, student success, access, retention, progression, graduation, and UVI's distinctive mission.

BE IT FURTHER RESOLVED, that the Academic Affairs Financial Sustainability and Transformation Plan shall establish a coherent, evidence-based framework for evaluating and improving the academic enterprise, including, but not limited to:

1. **Academic and Financial Baseline**

Establish a validated academic and financial baseline that integrates enrollment, student credit hours, course sections, class size, faculty FTE, workload, vacancies, adjunct utilization, instructional modality, program costs, retention, progression, completion, and other relevant measures necessary to support transparent and evidence-informed decision-making.

2. **Efficiency and Resource Optimization**

Identify opportunities for recurring cost savings, cost avoidance, operational efficiencies, and improved resource utilization, including through course scheduling, class-size management, instructional modality, cross-campus and online duplication, faculty deployment, vacancy management, and the effective use of existing institutional capacity.

3. **Academic Portfolio Alignment**

Undertake a systematic review of the University's academic portfolio using transparent and consistently applied criteria that consider academic quality, enrollment and demand, student outcomes, accreditation and licensure, workforce needs, financial sustainability, institutional mission, and UVI's distinctive HBCU and public-service role.

4. **Student Success and Academic Quality Safeguards**

Ensure that proposed changes are evaluated for their effects on student access, course availability, retention, progression, time-to-degree, graduation, academic quality, accreditation, licensure, and the broader student experience.

5. **Strategic Enrollment and Revenue Development**

Identify sustainable opportunities to expand enrollment and diversify institutional revenue through appropriate pathways and initiatives, including dual credit, adult re-entry, Credit for Prior Learning, transfer and articulation pathways, employer-sponsored cohorts, apprenticeships, stackable credentials, workforce programming, grants, contracts, philanthropy, employer partnerships, and other appropriate initiatives.

6. **Strategic Use of Existing Capacity**

Demonstrate how existing faculty expertise, academic programs, courses, facilities, laboratories, technology, centers, partnerships, and student-support infrastructure can be leveraged before new recurring institutional costs are created.

7. **Strategic Reinvestment**

Identify opportunities to strategically reinvest recurring savings and efficiency gains, where financially appropriate, in areas that demonstrate potential to strengthen student success, enrollment, workforce development, research and economic development, academic quality, innovation, and other institutional priorities.

8. **Performance and Accountability**

Establish measurable outcomes and accountability mechanisms for major recommendations, including the proposed action, academic rationale, mission implications, student impact, workforce implications, financial impact, responsible owner, implementation timeline, performance indicators, and reassessment criteria.

9. **Implementation Roadmap**

Develop a phased implementation roadmap identifying immediate, intermediate, and longer-term priorities, with clearly defined responsibilities, timelines, anticipated financial impacts, student-success safeguards, and measures of effectiveness.

10. **Institutional Value Framework**

Clearly distinguish among cost reduction, cost avoidance, efficiency gains, revenue generation, and strategic reinvestment, thereby providing the Administration, ARSA, and the Board with a comprehensive understanding of both the fiscal and academic consequences of proposed actions.

BE IT FURTHER RESOLVED that the development of the Academic Affairs Financial Sustainability and Transformation Plan shall be a collaborative institutional undertaking involving:

- UVI Administration;
- Leaders within Academic Affairs;
- ACES;
- The Center for Student Success;
- The Office of Research and Economic Development;
- Administration and Finance;
- Deans and appropriate academic leadership;
- Faculty and applicable shared-governance structures; and
- Other University stakeholders whose expertise is necessary to inform the Plan.

BE IT FURTHER RESOLVED, that the collaborative process shall integrate academic, financial, enrollment, student-success, workforce-development, research, and administrative perspectives, while respecting faculty governance, accreditation requirements, academic standards, and established University decision-making processes.

BE IT FURTHER RESOLVED, that the resolution shall be shared with the Planning Committee, the Finance and Budget Committee, and other relevant Board committees for input within their respective areas of responsibility to inform development of the Plan. UVI Administration and Academic Affairs shall remain responsible for developing one comprehensive Plan; the Board committees shall not be required to prepare separate plans.

BE IT FURTHER RESOLVED, that following initial discussions with the planning team, UVI Administration shall recommend a timeline for initial drafts and the completed Academic Affairs Financial Sustainability and Transformation Plan to ARSA and the Board of Trustees. The body shall determine when further reports and the Plan are to be presented; no fixed submission or presentation dates are established by this resolution.

BE IT FURTHER RESOLVED that the Plan shall identify matters requiring consideration beyond the operational authority of Academic Affairs, including matters that may require Presidential, Board, legislative, territorial, or other policy action, while distinguishing such matters from recommendations that may be implemented within existing University authority.

BE IT FURTHER RESOLVED, that the Plan shall be designed not merely to respond to immediate fiscal pressures, but to establish a sustainable academic operating model for UVI's future, one that aligns institutional resources with demonstrated demand and mission, strengthens student outcomes, supports faculty excellence, advances workforce and economic development, expands strategic opportunities for enrollment and external investment, and enhances the University's capacity to fulfill its public mission.

BE IT FINALLY RESOLVED that ARSA views this initiative as an opportunity to build upon the substantial strategic work already undertaken by the University and to translate that work into a disciplined, measurable, and actionable framework for academic transformation. The objective is to ensure that UVI emerges from this process not simply more efficient, but stronger, more strategically aligned, more academically responsive, and better positioned to serve the people of the Virgin Islands and the broader region for generations to come.

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ADOPTED by the Board of Trustees of the University of the Virgin Islands this 17th day of October 2026.

CERTIFICATION

The Undersigned does hereby certify that the foregoing is a true and exact copy of a resolution of the Board of Trustees of the University of the Virgin Islands adopted at a regular meeting of the Board of Trustees on October 17, 2026, as recorded in the minutes of said meeting.

Jose Raul Carrillo

Jose Raul Carrillo
Secretary of the Board

October 17, 2026

Date

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Final Audit Report 2026-10-26

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