

UNIVERSITY OF THE VIRGIN ISLANDS MONITORING REPORT



Submitted to

**MIDDLE STATES COMMISSION
ON HIGHER EDUCATION**

Submitted by

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February 27, 2009

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PART I

DOCUMENTATION OF STEPS TAKEN TO ADDRESS SPECIFIC ISSUES RELATIVE TO STANDARDS 4 AND 5

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In this section of the Monitoring Report, information is provided to document the University's progress in addressing three specific areas related to Standards 4 and 5 during the period January 2007 through January 2009. Specifically, the University of the Virgin Islands (UVI) will report on progress it has made in strengthening Shared Governance at the institution. Secondly, progress made with the implementation of the new administrative structure and reorganization will be delineated. The final area that will be addressed in this section of the report documents steps taken to improve communication to campus constituencies regarding Shared Governance and the new administrative structure.

STEPS TAKEN TO STRENGTHEN SHARED GOVERNANCE SPRING 2007 – SPRING 2009 [STANDARD 4]

The University of the Virgin Islands takes its commitment to shared governance and inclusiveness of ideas seriously. It seeks to ensure that decisions are made in a manner that is consistent with the core values of the University, its mission and vision. In this regard and in the spirit of collegiality, the University embarked on a planned program to develop a mechanism for shared governance that is consistent with and relevant to the UVI context. In enumerating the steps that have been taken by the University to strengthen shared governance at the University of the Virgin Islands over the past two years, attention is first given to the procedure that was utilized to move the institution forward with respect to this significant undertaking. After a presentation of the procedures, the resulting outputs are enumerated. This is followed by the identification of “Next Steps” for UVI relative to the strengthening of Shared Governance at the institution.

Procedure

- December 2006 - Developed conceptual framework for shared governance at the University of the Virgin Islands.

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- January 2007 – Prepared draft framework and model for shared governance. This document served as an initial source of discussion from which the University community could develop a formal approach to shared governance.
- February 2007 – Appointed and commissioned the Staff Council Ad hoc Committee for the purpose of developing bylaws and other required mechanisms to establish a formal representative body for the staff.
- February 2007 – Appointed and commissioned the Shared Governance Ad hoc Committee. This committee was comprised of faculty, staff, students, and administrators who were given the mandate to develop a framework for shared governance together with a model and structure for its effective execution.
- February 2007 to February 2009 – Posted all draft shared governance documents on the UVI Intranet, thus, granting the entire University community access to the working documents for purposes of transparency and inclusiveness of ideas.
- February 2007 – January 2009 – The Shared Governance Ad Hoc Committee convened meetings, conducted research, and drafted framework document. Requests made to all internal stakeholder (faculty, staff, students, and administrators) groups for input regarding shared governance at UVI.

Outputs

- August 2007 - Academic Advance on Shared Governance
- October 2007 – UVI Staff Council established and installed. Orientation and training sessions were held for the officers of the Council.
- November 2007 – Shared Governance Ad hoc Committee presented draft Shared Governance Framework report to UVI President.
- December 2007 – President and Cabinet reviewed the report and asked the Committee for clarification on size, composition, and University committee structure of the proposed UVI Senate.
- January 2008 – Shared Governance Ad hoc Committee representatives (5 persons) and other faculty, staff, and administrators visited three universities (Virginia State University, University of Virginia, and James Madison University) to observe the operations of their university senates and to hold discussions with university officials and senate/council members regarding their senate functions, operations, and membership composition.

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- February 2008 – Shared Governance Ad hoc Committee responded to questions raised by the President/Cabinet along with a proposed Shared Governance Model. The model illustrates the means through which authority and responsibility are assigned, delegated, and shared in a climate of mutual support and respect.
- March 2008 – Draft Shared Governance Matrix and Principles of Shared Governance developed. The matrix defines and clarifies the representative roles and responsibilities of decision-makers in various types of decisions at UVI. The principles represent the guiding tenets that underpin the University's efforts to fully realize its stated mission and goals in the most effective and efficient manner.
- April 2008 – August 2008 – University-wide shared governance conversations and town hall meetings convened with faculty, staff, students, and administrators to discuss the recommended draft Shared Governance Framework.
- July 2008 – Draft UVI Senate Bylaws developed. The Bylaws outline the provisions for the governance of the UVI Senate and serves as the legal framework for its operations.
- August 2008 – Follow up survey to 2007 survey on Perceptions on Shared Governance
- September 2008 – Presentation of proposed Shared Governance Framework to the Academic, Research, and Student Affairs (ARSA) Committee of the UVI Board of Trustees. ARSA voted to place the item on the agenda for consideration at the November 2008 meeting of the full Board of Trustees.
- October 2008 – Board of Trustees Retreat on the topic of Shared Governance. The retreat, facilitated by Tom Ingram (formerly of the Association of Governing Boards), covered the historical background of shared governance in higher education, its present applications, and future implications for decision-making in higher education. Members of the faculty, staff and student bodies presented their understanding of shared governance and its importance to the decision making process at UVI.
- November 2008 – Board of Trustees discussed the Framework and referred it to the Academic, Research and Student Affairs Committee for further discussion with stakeholder group representatives and leaders.
- December 2008 – Academic, Research, and Student Affairs Committee convened a meeting to further discuss the framework and the concept of shared governance with stakeholder groups.

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- January 2009 – Stakeholder group leaders and administration agreed on final revisions to the Shared Governance Framework.
- January 2009 – Academic, Research and Student Affairs Committee of the Board of Trustees approved the submission of the revised Shared Governance Framework to the Board for approval on condition that any amendment to the Framework subsequently recommended by the UVI Senate shall go to the President, through the Cabinet, for approval if the proposed amendment is organizational or informational in nature, or to the Board for approval if the proposed amendment would affect a Board policy.
- January 2009 – The Board of Trustees acted through a resolution that provided, in part:

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD THAT:

1. The Shared Governance Framework recommended by the Academic, Research and Student Affairs (ARSA) Committee is hereby approved.
2. Any amendment to the Framework subsequently recommended by the UVI Senate shall go to the President, through the Cabinet, for approval if the proposed amendment is organizational or informational in nature, or go to the Board for approval if the proposed amendment would affect a Board policy.
3. The President of the University is authorized to take such action as

[See Appendix I.]

- February 2009 – Stakeholder groups elected representatives in accordance with the provisions of the Shared Governance Framework approved by the Board of Trustees to serve as members of the UVI Senate.
- February 2009 – Elected representatives installed as UVI Senators during the Installation and Orientation Exercises for the UVI Senate.
- February 2009 – UVI Senate commenced operations

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Next Steps

- May 2009 – Senate to recommend policies to Cabinet and President for BOT approval
 - Tuition Remission
 - Standards of Behavior
 - Consultancy and Business Interest; etc
- June 2009 – Board of Trustees to consider recommended policies forwarded by the President for approval
- Senate to continually function as a key link in the University's shared governance process.

PROGRESS IN THE IMPLEMENTATION OF THE NEW ADMINISTRATIVE STRUCTURE AND REORGANIZATION [Standard 5]

The University of the Virgin Islands was reorganized in 2005. That new structure included at the institution, for the first time, Campus Executive Administrators (CEAs) and Deans of Divisions. The 2005 reorganization also called for two Associate Campus Administrators – one the Associate Campus Administrator for Student Affairs and the other the Associate Campus Administrator for Operations -- on each campus. The first Campus Executive Administrator was hired in summer 2005, for the St. Thomas campus. At that time, an Acting Campus Executive Administrator was appointed to the St. Croix campus while the search for a permanent CEA could be successfully completed. The CEA for the St. Croix campus joined the University in January 2006.

In an effort to further clarify the role and function of the Campus Executive Administrators, the position description was updated in the most recent search process which took place in summer 2008. Essentially, the Campus Executive Administrator, who serves as the Chief Student Affairs and Operations Officer on each campus, oversees the Student Services and Student Life programs, Residence Life and Food Services, Judicial Affairs, Health Services, Counseling and Placement, Student Activities and Student Government; Physical Plant/Facilities; Campus Security; Mail

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Services, Bookstore, Cashier and Faculty and Staff Housing. The CEA is responsible for effective management of all campus operations, addresses both student residential life and commuter services; works with Cabinet members to implement the University's strategic goals; and is the primary force behind campus improvement and space allocation. [See Appendix II.] What follows represents more detailed information on the efforts at various levels of the institution to implement the new organizational structure.

University-wide

- University organizational chart posted on UVI website [See Appendix III.]
- Written communication explicating roles and responsibilities of position shared with University community

Academic Affairs Component

- Provost – responsible for policy development and implementation
- Realigned enrollment services into Access and Enrollment Services with a Vice Provost.
- With the passage of the 2008 Faculty Policy Manual (FPM), the University established:
 1. Division-level shared governance
 2. Administrative Deans (Unit Managers) who supervise Program Chairs (Academic Supervisors)
 3. Dual-peer review system for retention, promotion and tenure
- Communication was established through yearly faculty institutes and academic affairs advances.

Student Affairs Component

- The Campus Executive Administrators (CEAs) serve as members of the President's Cabinet and are actively involved in campus level and the institutional level decision making process and work collaboratively with other members of the Cabinet and the wider University community in advancing the mission and goals of the University.
- August, 2007 – The Provost invited the CEAs for Student Affairs and Operations to be standing members of the Academic Affairs Component's monthly meetings so that open lines of communication and linkages could be established with the CEA Components and this major University Component which accounts for approximately 75% of the University's internal stakeholders.
- June 2008 – All student affairs personnel across the University participated in a two-day student affairs retreat hosted by Mr. Renardo Hall, President of the National Association of

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Student Affairs Professionals (NASAP). As a result, participants improved effectiveness and efficiency in their areas of responsibility and enhanced productivity regarding student success.

- June 2008 – The Campus Executive Administrator (CEA) Component on each campus was given the functional title Student Affairs and Operations Component. A functional title was also established for each Campus Executive Administrative Officer as the Chief Student Affairs and Operations Officer to provide clarity and understanding to the role of the CEA.
- August 2008 - The Acting CEAs for Student Affairs and Operations on each campus instituted monthly group meetings with their managers and unit heads to foster greater awareness and understanding of common and unique issues of the sub units as well as to collegially discuss issues and collaboratively work on indentifying and implementing solutions.
- August 2008 – The Provost and the CEAs for Student Affairs and Operations established a bi-weekly schedule to meet as needed to discuss and collaboratively address common issues.
- Fall 2008 – Campus Affairs Forums held in September 2008 and November 2008 with department and division representatives to discuss major issues or concerns facing the campuses. The forums also helped to increase awareness of special activities sponsored by other units, departments or academic divisions.
- Fall 2008 – Student forums held on each campus to provide students an opportunity to dialog with members of the President’s Cabinet and administrators to address student issues and concerns. The forums also provided open lines of communication for the dissemination of relevant student information.
- Fall 2008 - CEAs fostered an open-door policy and actively engaged with the Student Government Association on each campus to forge a better understanding and support of student issues and concerns.
- February 2009 – Student forums held on each campus to foster and encourage dialog with students on student issues and concerns.
- Spring 2009 – Campus Affairs Forum held in February 2009 with department and academic division representatives to discuss major issues or concerns facing the campuses. At the forum, participants also submitted anonymous comments or suggestions to address campus issues or concerns. The forums also helped increase awareness of special activities sponsored by other units, departments or academic divisions.

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**STEPS TAKEN TO IMPROVE COMMUNICATION TO ALL CAMPUS
CONSTITUENCIES REGARDING SHARED GOVERNANCE AND THE
NEW ADMINISTRATIVE STRUCTURE
[STANDARDS 4 & 5]**

Since the visit of the Evaluation Team from the Middle States Commission on Higher Education, the University has utilized a variety of mechanisms to communicate to stakeholders about Shared Governance and the implementation of the new administrative structure. These mechanisms include written documents and general communication to the University community; the University's organizational chart, and documentation developed by the CEA Component and posted throughout the University. (See Appendix II.)

University-wide

- 2006** Developed a conceptual framework for Shared Governance
- 2007** Drafted document on Shared Governance
Established shared Governance Ad-hoc Committee
Established UVI Staff Council
Developed and reviewed Shared Governance Framework
- 2008** Committee members visited selected Virginia Universities
Facilitated Input and discussion of UVI SG Model, UVI SG Framework and UVI draft Shared Governance Principles
Facilitated UVI-wide Town Hall Conversations
Presented Shared Governance documents to UVI Board of Trustees

Academic Affairs Component

- 2007** Conducted Academic Affairs Advance where Shared Governance (Process, Stewardship and Accountability) was area of focus.
Conducted survey among faculty, administrators and staff on Shared Collegial Governance (Survey conducted by the Eastern Caribbean Center at UVI)
- 2008** Conducted Faculty Institute where Shared Governance, divisional autonomy, leadership and internal structure were areas of focus
Held Academic Affairs Advance which focused on Shared Governance
Follow-up Faculty Survey conducted fall 2008

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Student Affairs Component

- Fall 2008 and Spring 2009 – Conducted student campus forums to provide open lines of communication between students, the CEAs and members of the President’s Cabinet and other University administrators.
- September 2008 – The CEAs for Student Affairs and Operations launched the Component’s Service Charter in conjunction with a University wide initiative. The Student Affairs and Operations Component Service Charter identifies the mission of the Component, delineates the services provided and outlines standards of service for which the Components can be held accountable. The Service Charter is posted on the University’s website as well in brochures and posters for circulation. The mission states that *“The Student Affairs and Operations Component is dedicated to providing a safe, secure, and clean environment conducive to the academic enterprise of the University of the Virgin Islands. We offer services and co-curricular activities that support and add value to teaching, learning, research, public service and student success”*.
- October 2008 – The CEAs for Student Affairs and Operations developed an informational poster which delineates the services provided by the components as well as key contact information. The posters were placed in University buildings, bulletin boards, classrooms, and recreational areas. Used in conjunction with the emergency contact information for security, the posters aid in identifying services provided by the component to the entire University community.

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PART II

DOCUMENTATION OF STEPS TAKEN TO ADDRESS SPECIFIC RECOMMENDATIONS GIVEN BY THE VISITING TEAM

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PROGRESS IN ADDRESSING SUMMARY RECOMMENDATIONS OF THE EVALUATION TEAM

In this section of the report, the University addresses the overarching recommendations put forward by the Visiting Team in its Executive Summary of its Validation Report. We believe that this matrix, along with the information presented in Part I of this report, will provide a concise, but comprehensive status on where the University is at this point, relative to the concerns and recommendations articulated by Middle States, both in the Visiting Team's Validation Report as well as the Commission's decision and requirements delineated in its December 2007 communication to the University.

Recommendation	Progress Made as of February 2009
That the Board charges the President and her administration to accomplish those aspects necessary to improve communication and the shared governance process and hold the President accountable for this goal.	At least ten (10) formal University-wide town hall meetings, conversations, and convocations have been conducted to improve communication and the shared governance process over the past eighteen (18) months. Other mechanisms, to include the UVI Communications Plan, auidx messages, stakeholder group lunches, and Faculty Chats have been utilized to communicate with stakeholders. The role and function of the Campus Executive Administrators was one of the areas relative to the new structure at UVI that was highlighted and clarified at many of the referenced sessions.
That the University continue its efforts to develop a shared governance process to assure full vetting of issues, materials, documents with campus constituents and develop consensus within reasonable timeframes before dissemination to the Board.	A shared governance process has been developed at the University inclusive of the following: Shared Governance Framework, Shared Governance Model, Draft Shared Governance Principles, Draft Shared Governance Matrix, Draft UVI Senate Bylaws, and the UVI Senate. Prior to this, the Administration sought to include various constituency groups in the review of selected policies by formally submitting draft policies to the Chair or President of the particular group (Faculty Chair; SGA Presidents; Staff Council Chair) for input and recommendations.
That the Faculty address their concerns directly with the Administration and work with them to develop better process to form consensus about recommendations and act expeditiously to inform decision-making when external or reasonable deadlines are in place.	Provisions outlined in the Faculty Policy Manual, Employee Policy Manual, and Shared Governance Framework (and other documents as listed above) all contribute to an improved process to form consensus about recommendations and allow the administration, faculty, and staff to act expeditiously to inform decision-making when external or reasonable deadlines are in place.
That the Administration and Faculty speed up their negotiations to adopt a new Faculty Policy Manual. The lack of a current, Board approved manual and the inability to implement policies within it, particularly regarding promotion and	The Faculty Policy Manual has been completed and approved by the Board of Trustees. The process involved the full participation of the faculty and the administration in arriving at policies and procedures that are consistent with best practice in higher education. The complete, approved document was transmitted to Middle States Commission on

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Recommendation	Progress Made as of February 2009
<p>tenure, have contributed to divisive communications between the faculty and administration which were further damaged by the impact of the reorganization of 2005 on the policies and procedures.</p>	<p>Higher Education in August 2008.</p>
<p>That the University develop a collaborative body that brings together representatives of all campus stakeholders on a regular basis to address issues vital to fulfilling its mission and that there be an opportunity for all constituency groups to contribute to developing the agenda of this body. We further recommend that this body provides direct input to the President and administration before providing recommendations to the Board of Trustees as appropriate.</p>	<p>The Board of Trustees has approved the establishment of the UVI Senate comprised of representatives of all campus stakeholders to meet on a regular basis, to address issues vital to fulfilling the mission of the University. The recommendation to the Board constitutes a collective effort and collaboration by all stakeholders and the draft Senate Bylaws grant an opportunity for all constituency groups to contribute to developing the agenda of this body. This body, the UVI Senate, provides direct input to the President and administration on a wide range of University policies and actions before the President provides recommendations to the Board of Trustees as appropriate.</p>
<p>Given the significant reorganization with new persons in new positions, the University must develop strategies to acquaint the campuses and alumni and all stakeholders with the roles and responsibilities associated with each position within the new reorganization structure. These strategies might include posting this information on the WEB for easy retrieval by campus members as well as an orientation workshop about the new structure.</p>	<p>The University's Organizational Chart is posted on the website and can be accessed via the link to the Office of the President. The name change from "Department Chair" to "Dean" was approved by the Board and communicated to the University community ahead of the positions being advertised for recruitment purposes. Also, the Campus Executive Administrator position has been clarified by specifically stating that the CEA serves as the Chief Student Affairs and Campus Operations officer. The clarification has taken several forms, to include written documents and general communication to the University community; the University's organizational chart, and documentation developed by the CEA Component and posted throughout the University, to include a Service Charter. [See Appendix IV.]</p>
<p>The University's Administration must clarify where leadership responsibilities lie for Student Affairs and services so as to assure staff and students of their importance.</p>	<p>The optimal functioning of Student Affairs is integral to the effective operations of the University and the fulfillment of its mission. The Campus Executive Administrator (CEA) serves as the Chief Student Affairs and Campus Operations Officer. Each CEA is assisted by an Associate Campus Administrator (ACA) for Student Affairs and an Associate Campus Administrator (ACA) for Operations. The CEA and the ACA for Student Affairs are responsible for leading matters related to student success in collaboration with the Office of the Provost and other University components.</p>

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APPENDICES

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APPENDIX I

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APPENDIX 1.1

APPROVED SHARED GOVERNANCE FRAMEWORK

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University of the Virgin Islands

VISION 2012



Shared Governance Framework

Approved by the UVI Board of Trustees January 31, 2009

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Essentials of Shared Governance

The Middle States Commission on Higher Education standard on leadership and governance states as follows:

The Commission on Higher Education expects a climate of shared collegial governance in which all constituencies (such as faculty, administration, staff, students and governing board members, as determined by each institution) involved in carrying out the institution's mission and goals participate in the governance function in a manner appropriate to that institution. Institutions should seek to create a governance environment in which issues concerning mission, vision, program planning, resource allocation and others, as appropriate, can be discussed openly by those who are responsible for each activity. Within any system of shared governance, each major constituency must carry out its separate but complementary roles and responsibilities. Each must contribute to an appropriate degree so that decision-makers and goal-setters consider information from all relevant constituencies. While reflecting institutional mission, perspective, and culture, collegial governance structures should acknowledge also the need for timely decision-making.

An accredited institution is expected to possess or demonstrate the following attributes or activities:

1. a well-defined system of collegial governance including written policies outlining governance responsibilities of administration and faculty and readily available to the campus community;
2. written governing documents, such as a constitution, by-laws, enabling legislation, charter or other similar documents, that:
 - a) delineate the governance structure and provide for collegial governance, and the structure's composition, duties and responsibilities. . . .
 - b) assign authority and accountability for policy development and decision making, including a process for the involvement of appropriate institutional constituencies in policy development and decision making;

The "Statement on Governance of Colleges and Universities" jointly formulated by the American Association of University Professors, the American Council on Education (ACE), and the Association of Governing Boards of Universities and Colleges (AGB), makes the following statement on shared governance:

The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others. The relationship calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort.

Joint effort in an academic institution will take a variety of forms appropriate to the kinds of situations encountered. In some instances, an initial exploration or recommendation will be made by the president with consideration by the faculty at a later stage; in other instances, a first and essentially definitive recommendation will be made by the faculty, subject to the endorsement of the president and the governing board. In still others, a substantive contribution can be made when student leaders are responsibly involved in the process. Although the variety of such approaches may be wide, at least two general conclusions regarding joint effort seem clearly warranted:

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- 1 important areas of action involve at one time or another the initiating capacity and decision-making participation of all the institutional components, and
- 2 differences in the weight of each voice, from one point to the next, should be determined by reference to the responsibility of each component for the particular matter at hand.

Effective planning demands that the broadest possible exchange of information and opinion should be the rule for communication among the components of a college or university. The channels of communication should be established and maintained by joint endeavor. Distinction should be observed between the institutional system of communication and the system of responsibility for the making of decisions. At the University of the Virgin Islands, shared governance has been accepted as a goal by all parties, but it has never been systematically implemented.

As stated in the 2006 Middle States Commission on Higher Education (MSCHE) Self Study Report, "Shared governance is one of the University's core values, but the University has never explicitly defined the model by which it will achieve this value." The conflicting visions and lack of clarity are often common of shared governance. Whatever the definition of shared governance, the principle that is articulated is etched in four of UVI's 10 stated core values:

- Teamwork
- Collegiality and shared governance
- Inclusiveness of ideas
- Principled leadership.

The University of Arizona identified six "best practices" described below to create a culture that embraces shared governance and creates opportunities for shared governance throughout the university. The UVI community has voiced support for these six "best practices":

1. *Create an Atmosphere that Fosters Trust*

Effective shared governance depends on accountability, a trust among the parties. This trust then provides the foundation for effective activities and efficient use of participant's time and knowledge. Examples of the building blocks of trust include: fully sharing appropriate information in a timely manner and providing adequate time for effective dialog, providing relevant background for the subject at hand to allow for fully informed choices, and informal gatherings in addition to the formal group efforts.

2. *Develop a Collaborative Attitude and Participatory Decision Process*

The parties involved in shared governance are interdependent and must be involved in joint actions when appropriate. Examples include: joint agenda development, allowing appropriate time for consultation, providing an honest airing of relevant issues, and adequate discussion opportunities but without unnecessary delay.

3. *Communicate Extensively*

Effective communication is essential for successful shared governance. Provide what is needed fully and early in the process and communicate final decisions to all parties. The regular communication channels should be widely known.

4. *Encourage Informed Participation and Training*

The university and unit environment should respect appropriate participation by faculty, academic

professionals and staff, one that allows for methods for new faculty and others to learn about opportunities for involvement. Examples of these methods include: workshops, retreats, informal meetings with administrators and other faculty. Appropriate rewards for service need to be identified and activities need to be seen as important from the perspectives of involved faculty, administrators, staff and appointed personnel.

5. *Focus on Effective and Efficient Processes and Subjects*

Those involved in shared governance need to be sufficiently informed to participate effectively. They need to understand and agree on the roles of faculty and administrators. It should be clear which group has the primary responsibilities for specific topics (i.e., faculty or administration). Shared governance does not mean everything has to be done by joint efforts or by delegating decision making to the faculty. Suitable resources and support must be made available for shared governance to be effective and efficient.

6. *Allow for Flexibility in Shared Governance Structures*

While [university, schools, and departments] shall have some form of shared governance, the forms will vary, as the circumstances of each unit vary, but be consistent with the aims of shared governance. Each organizational unit should have written rules/procedures regarding the purpose and operation for the shared governance process. The methods of participation will vary among faculty, academic professionals, staff and students (e.g., election or appointment, policy making or implementation, focused topics or strategic issues). The methods of selection will vary (e.g., representation by subunit or major unit, election, ex-officio, or appointment).¹

Institutional leadership is very important in framing and maintaining a commitment to the principles and practice of shared governance. All stakeholders must be stewards of good governance.

For UVI, the need to clarify and make more effective its inclusive governance approach and the search of a model of governance that will ensure representative shared governance is consistent with the strategic vision and direction of the University. The main factors for creating an effective shared governance system for UVI will need to include:

A. Internal Stakeholders

1. UVI Board of Trustees
2. UVI Executives and Administrators
 - i. UVI President
 - ii. UVI Cabinet
3. UVI Faculty (teaching (full- and part-time), research, and library faculty)
4. UVI Staff (regular, professional, and administrative staff)
5. UVI Students (all full-time, part-time, undergraduate, and graduate students)

B. Shared Governance

Shared governance includes structure and processes wherein the decision-making responsibility is shared among those affected by decisions.² The “process fosters a sense of empowerment, equal partnership, and a vested interest in successful outcomes of institutional policy and implementation decisions”.³ Shared governance involves stakeholders “early on in the processes and establishes

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policies” in areas including but not limited to “mission, strategic direction, and selection processes for administrators, faculty and staff; budgeting and expending funds; procedures related to construction of buildings; academic programs including degrees, course, admission, and graduation; promotion, tenure, and salary increments; athletic programs; student matters; research, grants, and contracts; parking, security, and other services; public relations.”⁴ Within any system of shared governance effective communication and adequate consensus among stakeholders are essential.

The proposed UVI Senate is a representative body composed of voting representatives from all sectors of the University community. The aim of the UVI Senate is to provide an opportunity for students, faculty, staff, and administrators to participate in shared governance within clearly defined processes.

C. Representation at UVI

The primary functional units of the University’s components will be the departments/schools/centers/divisions. At UVI faculty, staff and students will fulfill their roles in shared governance through formally established representative councils/association, committees and administrative channels. Shared governance permits all stakeholders- teaching and research faculty, students and staff --the opportunity to affect change in the academic program areas. Stakeholders will also impact the development and implementation of policies relevant to academic programs as well as express informed opinions on personnel issues pertaining to the academic program areas.

Faculty Representation. The University of the Virgin Islands Faculty Association is the actual body of full-time teaching and research faculty. The Faculty Executive Committee consists of officers and representatives elected from the general faculty and serves as the channel for input and feedback originating externally.

Administrative, Professional and Regular Staff Representation. The University of the Virgin Islands Staff Council (UVISC) is the official representative body for the Full-time Regular, Professional and Administrative Staff. The staff should have appropriate representation on matters affecting them. Input and feedback from staff should be conducted through their elected representatives as well as through established administrative channels.

Student Representation. The Student Government Association (SGA) is the official representative body of full-time and undergraduate students of the University. Undergraduate students should be represented on appropriate University committees and task forces related to the University. Input and feedback from students should be conducted through their elected representatives.

The elected representatives from each council/association are expected to share their responsibility of governance with their general membership. Elected representatives will be called on to identify members from their general membership to serve on University standing committees, ad hoc committees or task forces established by the president. The members of the respective committees will elect their chair.

Each council/association will develop and maintain a communication plan to ensure effective communication with their general membership and associate members. Provision will be made at the level of each council/association to provide for the inclusion of part-time faculty, part-time staff, contract staff, graduate students, and part-time students, (There are a number of mechanisms being

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considered to increase their input into these associations). Nevertheless, the officers of all councils/associations are encouraged to include their part-time cohorts in their communication plan.

D. UVI Senate

The UVI faculty, staff and student representative bodies shall each elect on an annual basis, **four** members to the UVI Senate for a total of **twelve** (12) voting members. The UVI Senate shall also include the President and Cabinet as non-voting members.

The Chair of the UVI Senate shall be elected from within its membership.

Four (4) members of the UVI Senate shall be elected by the Faculty Association.

Four (4) members of the UVI Senate shall be elected by the Staff Council.

Four (4) members of the UVI Senate shall be elected by the student government association(s).

The Chair of the UVI Senate shall serve no more than two (2) consecutive terms in the capacity of Chair [totaling two (2) terms] but may otherwise serve for a total period of three terms including those as Chair. Other members of the UVI Senate shall not serve more than three (3) consecutive terms [totaling three (3) terms].

A quorum of the UVI Senate shall consist of **fifty percent plus one** of the voting members.

E. Scope of Responsibilities and Functions

The UVI Senate is expected to play a pivotal role in the institution's decision-making process. The primary functions of the UVI Senate shall be governed by, and subject to the limitations imposed by federal laws, territorial laws, and mandates from the University of the Virgin Islands Board of Trustees. The UVI Senate shall provide broad based advice to the President and Cabinet on a broad range of issues including budgets, educational programs and standards, personnel policies, University community issues, strategic plans, facilities management and operation, and policies respecting faculty, staff and student as appropriate. This broad charge brings virtually all campus policy matters within the purview of the UVI Senate except those areas of responsibility delineated by the bylaws of the respective stakeholder group. (More specifically the section of the most recently approved Faculty By-Laws approved by the Board of Trustees regarding authority). Advisory to the President, the UVI Senate may pass recommendations on a wide range of issues. The faculty association, staff council, and student government association shall at all times maintain their role as advocates for their respective constituencies as stated in the applicable legislation, bylaws, or policy manual; and shall execute all functions as outlined in the applicable legislation, bylaws, or policy manual.

F. UVI Committees

The Senate shall set the guidelines under which University-wide/global policy committees shall be formed. Specific stakeholder group committees shall be formed in accordance with the bylaws of the relevant stakeholder group or the Faculty Policy Manual and bylaws as may be applicable. Committees

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shall be formed by the appropriate component as per stakeholder group and/or Senate guidelines for such committee(s).

G. UVI Senate Proceedings and Process

The proceedings of the UVI Senate are a matter of University record and disclosure of the proceedings is subject to federal, territorial and Board of Trustees policies. Proceedings shall be conducted according to Robert's Rules of Order

- i. Each meeting shall be preceded with an agenda published five (5) working days ahead of the meeting time.
- ii. Meeting times of the UVI Senate must be announced at the beginning of each academic year. All meetings shall be open to all stakeholders. Except for unpredictable events, the UVI Senate shall hold a minimum of four (4) meetings during the regular academic year.
- iii. The UVI Senate may meet with the University Officers and the chairs of the relevant University Standing Committees to discuss possible agenda items.
- iv. Issues or proposals shall first be discussed in the Senate, and may then sent to an ad hoc committee for discussion, review and report. The ad hoc committee shall report their recommendations to the Senate for placement on the agenda of the Senate for debate, amendment, or approval.
- v. All minutes of the UVI Senate and ad hoc committees shall be available to all electronically. The University will provide to the Senate support services as necessary to accomplish this.
- vi. Cabinet shall discuss the advice and recommendations issued by the Senate in a timely manner and a response (with appropriate justification) shall be communicated to the Senate within five (5) days of the date of action on the item.

¹<http://fp.arizona.edu/senate/Implementing Shared Governance - Best Practices. 3/21/2007>

² (<http://education.stateuniversity.com/pages/2014/Governance-Decision-making-in-Colleges-Universities.html>)

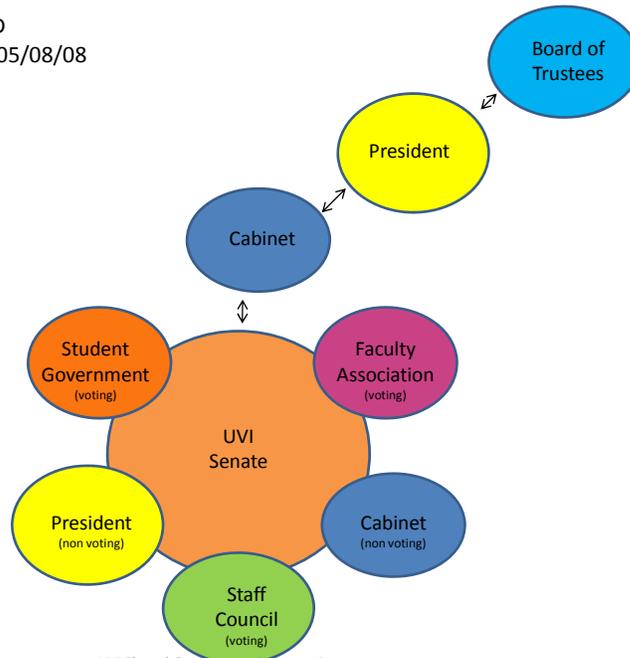
³ (Lau, 1996)

⁴ (<http://education.stateuniversity.com/pages/2014/Governance-Decision-making-in-Colleges-Universities.html>).

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UVI PROPOSED SHARED GOVERNANCE MODEL 05/08/08

This proposed model for shared governance at UVI is a modified version of the previous two diagrams based on additional input from University stakeholder groups. Arrows indicate decision making responsibilities and communication flow. The Senate shall consist of four representatives from each of the three University groups in addition to the president and cabinet.



5/8/2008

UVI Shared Governance Conversation

4

February 27, 2009

APPENDIX 1.2

BOARD RESOLUTION REGARDING SHARED GOVERNANCE

February 27, 2009

UNIVERSITY OF THE VIRGIN ISLANDS
BOARD OF TRUSTEES RESOLUTION
ON SHARED GOVERNANCE FRAMEWORK

To approve the UVI Shared Governance Framework

WHEREAS, VISION 2012 upholds shared governance and collegiality as core values of the University of the Virgin Islands (the University); and

WHEREAS, the Middle States Commission on Higher Education recommended that the University improve its adherence to standards 4 and 5 of the Commission of Higher Education; and

WHEREAS, the faculty, staff, students, and the administration of the University have worked and collaborated, over the past twenty-four months, to develop an approach to shared governance that is relevant to the University; and

WHEREAS, the faculty, staff, students, and the administration of the University have agreed on a revision of the Shared Governance Framework originally proposed by the administration that provides the structure for decision-making on broad University-wide policy initiatives; and

WHEREAS, on January 23, 2009, the Academic, Research and Student Affairs (ARSA) Committee of the Board of Trustees (the Board) approved the submission of the revised Shared Governance Framework to the Board for approval on condition that any amendment to the Framework subsequently recommended by the UVI Senate shall go to the President, through the Cabinet, for approval if the proposed amendment is organizational or informational in nature, or go to the Board for approval if the proposed amendment would affect a board policy.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD THAT:

1. The Shared Governance Framework recommended by the ARSA Committee is hereby approved.
2. Any amendment to the Framework subsequently recommended by the UVI Senate shall go to the President, through the Cabinet, for approval if the proposed amendment is organizational or informational in nature, or go to the Board for approval if the proposed amendment would affect a board policy.
3. The President of the University is authorized to take such action as is necessary to implement this resolution.

CERTIFICATION

The undersigned hereby certifies that the foregoing is a true and exact copy of a resolution adopted by the Board of Trustees of the University of the Virgin Islands at its meeting on Saturday, January 31, 2009, as recorded in the Minutes of that meeting.



Secretary of the Board

January 31, 2009
Date

February 27, 2009

APPENDIX II

February 27, 2009

APPENDIX 2.1

CAMPUS EXECUTIVE ADMINISTRATOR – POSITION DESCRIPTION

February 27, 2009

NOTICE OF VACANCY

Vacancy Notice
Campus Executive Administrator – Chief Student Affairs and Operations Officers (2)
Executive Staff
St. Thomas and St. Croix Campus

JOB TITLE: Campus Executive Administrator – Chief Student Affairs and Operations Officer

JOB CODE NUMBERS: 020016 (St. Thomas)
020017 (St. Croix)

The University of the Virgin Islands (UVI) is the only public institution of higher learning in the United States Virgin Islands, and is a Land-Grant University, an HBCU, and classified as a Baccalaureate diverse institution. Student enrollment on St. Thomas and St. Croix are approximately 1500 and 1000, respectively. For more information see the Web site at <http://www.uvi.edu>.

The University of the Virgin Islands, where we focus on student success, seeks two experienced, results-oriented leaders to fill the positions of Campus Executive Administrator – Chief Student Affairs and Operations Officer for the St. Croix and St. Thomas campuses. The Campus Executive Administrators report directly to the President of the University, function as the Chief Student Affairs and Operations Officers for their respective campuses, and are members of the President's cabinet. The position oversees the Student Services and Student Life programs, Residence Life and Food Services, Judicial Affairs, Health Services, Counseling and Placement, Student Activities and Student Government; Physical Plant/Facilities; Campus Security; Mail Services, Bookstore, Cashier and Faculty and Staff Housing. The CEA is responsible for effective management of all campus operations, addresses both student residential life and commuter services; works with Cabinet members to implement the University's strategic goals; and is the primary force behind campus improvement and space allocation. The CEA also represents the campus at community and University functions as required.

Qualifications:

The successful candidate(s) will have:

- Minimum of a Masters Degree in student affairs administration, student development, and/or business administration or a related field.
- A minimum of five years of demonstrated successful and progressively responsible managerial experience in student affairs and/or administration and finance within a college or university setting.
- Demonstrated experience and success in managing complex budgets.
- Ability to work cross-functionally with other components with commitment to service and accountability.
- Demonstrated understanding of grants and contracts administration.
- Demonstrated understanding of the information technology needs of reporting units.

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- Demonstrated ability to work with and meet the needs of a culturally diverse student population, staff, faculty and community.
- Demonstrated ability to successfully articulate the needs of students, staff and faculty in cabinet level and campus-wide discussions that result in promoting a quality of campus life that supports teaching, learning, research and student success.
- Demonstrated willingness to work as a member of an administrative team with special attention paid to strong and collaborative relationships between campuses.
- Excellent oral, written and interpersonal communication skills.
- Possess an entrepreneurial and collegial approach to management.
- An understanding of and sensitivity to the importance of ethnic, cultural, and gender diversity in higher education; experience within Caribbean or island nation cultures is an asset.

Compensation: Salary is competitive and commensurate with experience.

Applications: Interested individuals should provide a letter describing interest and qualifications for the position, an employment application, an updated resume / vitae, five references (telephone numbers and e-mail addresses), and official college transcripts. To ensure full consideration, applications and supporting materials should be received by July 18, 2008. However, applications will be accepted until the position is filled. The successful candidates are expected to begin September 2, 2008 or as soon thereafter as possible.

Application materials should be submitted to: **The University of the Virgin Islands, Attention: Human Resources Division, No. 2 John Brewer's Bay, St. Thomas, U.S. Virgin Islands, 00802** or e-mailed to: hrweb@uvi.edu.

The search will be conducted with respect for the confidentiality of candidates. References will not be contacted without prior knowledge and approval of the candidate.

UVI is an EEO/AA EMPLOYER and EDUCATOR

Interested individuals with a disability, please call (340) 693-1410 for assistance.

February 27, 2009

APPENDIX 2.2

POSTER DEVELOPED FOR PLACEMENT AROUND CAMPUS



Campus Executive Administrator (Chief Student Affairs & Operations Officer)

We Provide...

- Counseling, advising and student support services
- Health and wellness support
- Campus events and activities coordination
- Student housing and food services
- Comprehensive building maintenance and services
- Transportation services
- Faculty and staff housing (STT)
- Mail and courier services
- Bookstore services
- Cashier services
- EPA compliance services
- Campus safety and security services
- Facilities scheduling services
- Space Allocation

For inquiries or concerns, contact the Office of the Campus Executive Administrator (CEA) at (340) 692-4000.

IN THE EVENT OF AN EMERGENCY

Contact the Security Department

Ext. 4444 (Internal) or 692-4155 (External) or call 911 directly (dial 9-911 from internal extensions).

View the Hurricane Preparedness and the Emergency Operation Plan at

www.uvi.edu

**For updates on current emergencies call
UVI Hotline at 692-4168.**

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APPENDIX III

February 27, 2009

APPENDIX 3.1

COPY OF UVI WEBSITE HOMEPAGE

February 27, 2009

Home - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://66.208.37.138/sites/uvi/Pages/Home.aspx?s=TL> Go

Home | Directory | Inside UVI | Sitemap | Contact Us

Search: Go

Monday, September 29, 2008

Prospective Students Current Students Academics Alumni Giving Visitors Community Research

News & Updates

SEPTEMBER 26, 2008
Spotlight news added by Gary Metz
> [read more...](#)

SEPTEMBER 25, 2008
VI-WRRI Issues Call for Project Proposals
> [read more...](#)

SEPTEMBER 24, 2008
UVI Appoints Director of Honors Program
> [read more...](#)

SEPTEMBER 15, 2008
Virgin Islands to Observe World Food Day on Oct. 19
> [read more...](#)

SEPTEMBER 10, 2008
UVI Receives \$300K Grant to Strengthen Science and Math Education
> [read more...](#)

> [Events](#)
> [Announcements](#)

Specializing in Futures

University of the Virgin Islands

Welcome to the website of the University of the Virgin Islands. We invite you to browse it using the above tabs. Enjoy your stay!
[Read More...](#)

Spotlight

Volunteers took to the phone banks for UVI's 2008 Alumni Phone-A-Thon.
[Read More...](#)

photo blog

Branford Marsalis

Relchhold Nov. 15, 2008

Visit the **UVI Today ...**

[photo blog](#)

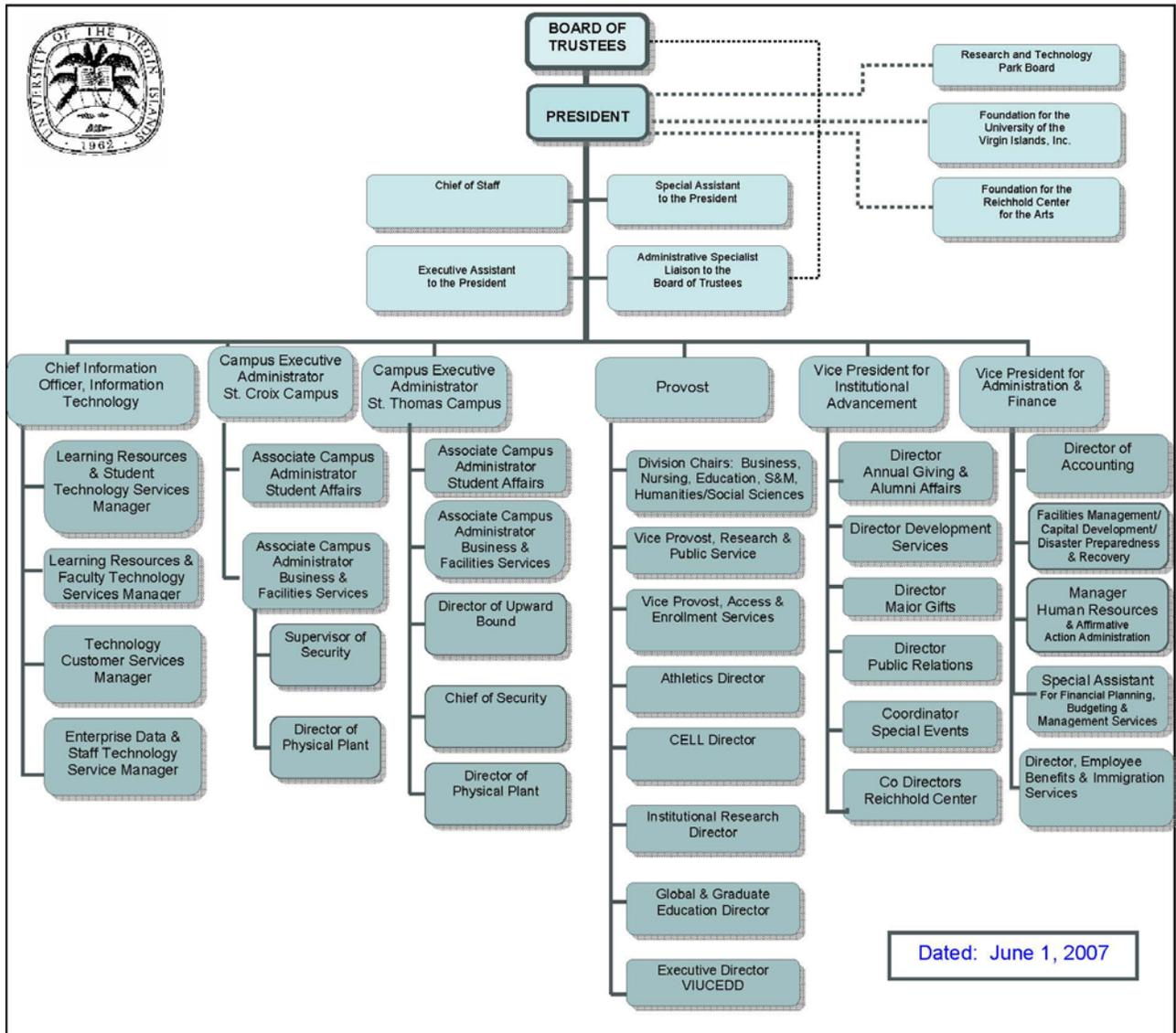
start | Inbox - Microsoft Out... | ~WEB_SITE_redesig... | Omnisystems | Home - Microsoft Inte... | Internet | 11:04 AM

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APPENDIX 3.2

COPY OF UVI ORGANIZATIONAL CHART

February 27, 2009



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APPENDIX IV

CEA COMPONENT SERVICE CHARTER

February 27, 2009

Service Charter

Student Affairs And Operations Component

- Student Affairs
- Campus Operations
- Physical Plant
- Security

September 2008

February 27, 2009

OUR SERVICE CHARTER

The Service Charter of the Student Affairs & Operations Components outlines the following:

- WHO WE ARE
- OUR VALUES
- WHAT WE DO
- OUR CLIENTS
- OUR SERVICES
- OUR COMMITMENT TO YOU
- OUR SERVICE GUARANTEE
- OUR SERVICE STANDARDS
- HOW WE WILL BE ACCOUNTABLE
- HOW YOU CAN HELP US
- INFORMATION ABOUT THE UNIVERSITY
- HOW TO CONTACT US

WHO WE ARE

Student Affairs and Operations is dedicated to providing a safe, secure, and clean environment conducive to the academic enterprise of the University of the Virgin Islands. We offer services and co-curricular activities that support and add value to teaching, learning, research, public service and student success.

OUR VALUES

We embrace UVI's 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. Our values are:

- **Students 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**

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WHAT WE DO

Student Affairs and Operations collaborates with other components to achieve the mission of the University. We are dedicated to student success by providing services that promote health and wellness, career exploration, the development of the whole student, co-curricular activities and student leadership. In addition, we enhance the UVI experience for students, staff and faculty by supporting teaching and learning through a safe and secure environment, effective facilities management and efficient campus operations.

OUR CLIENTS

Our clients include students, staff, faculty and the community.

OUR SERVICES

- Counseling, advising and student support services
- Health and wellness support
- Students Campus Events and Activities Coordination
- Student housing and food services
- Comprehensive building maintenance and facilities services
- Transportation services
- Campus safety and security
- Faculty and staff housing (STT)
- Mail and courier services
- Bookstore and related services
- Cashier services
- EPA compliance services
- Facilities scheduling services
- Space allocation coordination

OUR SERVICE GUARANTEE

To fulfill our service guarantee to you, we are committed to having well-trained and courteous staff. Within the various departments in our Component, we will develop and maintain an open and accountable culture that is fair and reasonable in dealing with our clients. We believe by serving each other and promoting cross-functional collaboration we serve the best interests of students, staff, faculty and our external customers.

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We will provide you with quality service by:

- Identifying ourselves when we speak to you in person and on the phone.
- Seeking to understand your requirements and what is important to you. We will listen actively and act responsively to your needs.
- Recognizing that clients have different needs and personalizing our services and advice in ways that fit those needs.
- Treating you with respect and courtesy, maintaining confidentiality where required.
- Giving you clear, accurate, timely and relevant information.
- Being clear and helpful in our dealings with you, giving reasons for our decisions.
- Respecting the confidentiality of personal information and using it only in accordance with the law.
- Acting with care and diligence as we prepare a response, conducting ourselves honestly and with integrity in accordance with UVI Core Values.
- Referring inquiries to other sources as appropriate.
- Presenting our responses to your inquiries or requests clearly and concisely, using plain English, understandable graphics, or other means relevant to your needs. Generally, we will respond within three (3) working days of getting your letter or e-mail. If this is not possible, we will indicate why we cannot and when you can expect a response. Our correspondence will include the name and telephone number of the person dealing with your request.
- Returning your phone call within 24 hours and offering information relative to your request.
- Ensuring that our recorded telephone, facsimile and Web services are kept current with the latest information, programs, services and products.
- Ensuring that our recorded telephone and facsimile services use concise wording and compact graphics.
- Ensuring that our Web pages are easy to use and well-organized.
- Ensuring that all our services meet the needs of our customers.

In delivering our services, we promise to honor the University's "Top Seven" Service Promises:

- To smile
- To greet everyone we meet
- To know our jobs...and the University
- To treat your concern as our concern
- To follow up on everything
- To treat our colleagues as we would a customer
- To always remember that in communication courtesy matters

OUR COMMITMENT TO YOU

We demonstrate our respect for our customers and their rights by observing the following:

- The right to review and appeal;
- The right to lodge a complaint;
- The right to privacy and confidentiality;
- The right to see appropriate information(i.e. Freedom of Information Act);
- The right to access services, facilities and information in a manner which meets client needs.

OUR SERVICE STANDARDS

This charter describes our main services and how we measure their effectiveness. The following table describes how we will measure how effective we are in delivering our core services to our Clients:

<i>OUR SERVICES</i>	<i>MEASURES OF EFFECTIVENESS</i>
<p>Counseling, Advising and Student Support Services</p>	<ul style="list-style-type: none"> • Counseling services will administer an exit survey to all clients. The number of students seeking acceptance to UVI as a National Student Exchange participant will continue to grow annually. • The Career Services Office provides '20 minute' appointment slots on a daily basis for students to review their resumes with a Career Counselor using a 10 point rubric scale. • Students who drop off their resume or cover letter will have them evaluated using a 10 point rubric scale. • Contracts for student employment are prepared within 48 hrs. after receipt of a 'Request for Student Employment Form' during off-peak periods. • To enter SROA information in BANNER with 100% accuracy. • On-line or in-office vacancy notices will be updated weekly.

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OUR SERVICES	MEASURES OF EFFECTIVENESS
<p>Health and Wellness Support Services</p>	<ul style="list-style-type: none"> • First Aid for all injuries – Measured by monthly recording of all injuries. • Physical examination for students, faculty and staff-measured by keeping monthly records of each event. • On call emergency after office hours-Monthly recording of dormitory visits, hospital visits and emergency room visits. • Physician visits three (3) days per week-Monthly recording of student, staff and faculty. • Each service listed above is also measured by feedback from students, staff and faculty. Health Services measures effectiveness by recording the total Health Center visits, referrals, hospital visits, immunizations, number of physician, nurse visits, etc to the Health Center on a monthly basis. We also listen to feedback from students, faculty and staff to determine how effective our services have been. For the past year 2007, as per our records there have been an increase in monthly visits, physician and RN visits, so it can be concluded that services offered is important and effective. There has been positive feedback from students, staff and faculty.
<p>Students' Campus Events and Activities Coordination</p>	<ul style="list-style-type: none"> • Process Student Activities Request within 24 hours. • Each activity application request is acknowledged within 24 hours. (From this we are able to assess whether we are meeting our goal of timely response to student requests.) • By the end of summer, we should be able to provide more information on our main services in keeping with the intent of the Service Charter.

<i>Our Services</i>	<i>Measures of Effectiveness</i>
<p>Student Housing and Food Services</p> <p>Process requests for student housing</p> <p>Food Services</p>	<ul style="list-style-type: none"> • Timeliness of response to requests for student housing. • Percentage of students accommodated • Student satisfaction with quality of residence facilities provided. • Customer satisfaction with menu offerings. • Quality and preparation of food. • Cleanliness of facility.
<p>Comprehensive Building Maintenance and Facilities Services</p> <p>Custodial Services</p> <p>Heating, Ventilation & Air Conditioning (HVAC) Services</p> <p>Drinking Water (Bottled)</p> <p>Grounds Keeping Services</p>	<ul style="list-style-type: none"> • Ensure that the University offices, dormitories and buildings are clean and presentable on a daily basis. Custodial services are also provided for outside vendors that rent University facilities. • Ensure that all air-conditioners, appliances (such as stoves, dishwashers, washers and dryers) are operational at all times, which will ensure that our students, faculty, fellow employees and UVI community are comfortable within their designated areas. • Provide cold drinking water throughout the campus. The Physical Plant department makes sure that the offices and buildings are supplied with adequate bottled drinking water. • Maintenance and beautification of the 175 acres of the University's property by providing trash removal services and providing landscaping services and grooming of the campus on a scheduled basis.

<i>Our Services</i>	<i>Measures of Effectiveness</i>
<p>Comprehensive Building Maintenance and Facilities Services (continued)</p> <p>Maintenance & Carpentry Services</p> <p>Electrical & Plumbing Services</p>	<ul style="list-style-type: none"> • Maintenance of the infrastructure of all buildings on campus by performing minor and major repairs within a reasonable time frame. • Ensure that the University community is provided with the best electrical and plumbing services available. In order to reduce services interruptions, all utilities are repaired, maintained and updated.
<p>Transportation Services</p>	<ul style="list-style-type: none"> • Receiving and transporting mail to all university staff, faculty and students.
<p>Campus Safety and Security</p>	<ul style="list-style-type: none"> • This is done whenever the need arises. Injured students are referred to us by the Campus Nurse; we provide transportation to and from classes until the students are cleared by Health Services. • Incidents are kept to a minimum which indicates that our patrol procedures are effective. Level of low complaints from students, faculty and staff concerning response time is also an indicator of our success. • Clear record of prevention of incidents and vandalism during planned events. Results from close management and monitoring of events from a safety & security perspective.

OUR SERVICES	MEASURES OF EFFECTIVENESS
Faculty and Staff Housing (St. Thomas)	<ul style="list-style-type: none"> • Respond to requests for campus housing within 48 hours of receipt of request. • Maintain a high occupancy level • Customer satisfaction with quality of residential space provided.
Mail and Courier Services	<ul style="list-style-type: none"> • Process and distribute all inter-campus and intra-campus mail within 24 hours of receipt. • Process outgoing U.S mail within 24 hours of receipt. • Notify express mail recipient within 2 hours of receipt in the mailroom.
Bookstore and Related Services	<ul style="list-style-type: none"> • Achieve a 100% availability rate for textbooks at the beginning of the semester. • Process special orders within 24 hours of receipt. • Respond to quotation requests within 48 hours. • Fill and distribute supply orders within three (3) days from receipt of the order subject to product availability

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<i>Our Services</i>	<i>Measures of Effectiveness</i>
Cashier Services	<ul style="list-style-type: none"> • Process student refunds within ten (10) days of placement on student account. • Mail billings within 5 – 10 days after the end of the month • Process and deposit checks received in the mail within three (3) days of receipt.
EPA Compliance Services	<ul style="list-style-type: none"> • Level of compliance with federal and local environmental regulations. • Level of awareness of environmental regulations and best practices among faculty, staff and students.
Facilities Scheduling Services	<ul style="list-style-type: none"> • Acknowledge and respond to facilities requests within 48 hours of request. Arrange with IT and other required (Security, Physical Plant, A/C, contract vendor, etc.) support services within 48 hours of facility confirmation. • Follow-up with requestor and support services at least two (2) days prior to scheduled event. • Issue invoice to requestor within three (3) days of confirmation of facilities rental. • Submit payment checks for facilities rentals to the cashier within 24 hours of receipt.
Space Allocation Coordination	<ul style="list-style-type: none"> • Degree to which space requests can be accommodated.

The tables below show service standards for our interaction with our customers. We aim to process all cases within these service standards. However, the service standards are indicative only. Individual cases may be decided in longer or shorter periods than the service standard, depending on a range of factors, individual circumstances and the complexity of each case.

Telephone

SERVICE PRINCIPLES	SERVICE STANDARDS
Our telephones will be answered promptly.	We will respond to your calls within four (4) rings.
We will be courteous, professional and helpful.	When answering the telephone, we will provide you with our name and our component or department.
	When we call you, we will provide you with our name, our component or department and the reason why we are calling.
We will be accessible by telephone during business hours.	All departmental areas will have telephone service options during business hours.
	We will respond to your telephone messages within one (1) working day.
	Our recorded messages will be current and give appropriate contact details during absences.

In person

SERVICE PRINCIPLES	SERVICE STANDARDS
We will assist you promptly.	We will serve you within ten (10) minutes of your arrival, if you have an appointment.
	We will serve you within twenty (20) minutes if you do not have an appointment or schedule an appointment if appropriate.
	We will advise you about any unexpected delays in attending to you.

In Person (continued)

SERVICE PRINCIPLES	SERVICE STANDARDS
We will be courteous, professional and helpful.	We will identify ourselves.
	We will be neatly dressed and well presented.
We will be accessible.	All departments will have in-person service options.
	Our offices will be clean and comfortable, have clear signage and current, relevant information on display.

Interview

SERVICE PRINCIPLES	SERVICE STANDARDS
We will give reasonable notice of interviews.	We will advise you about interview arrangements in a timely manner.
	We will inform you of any changes in arrangements before your scheduled interview.
	We will see you within ten (10) minutes of your appointment time and advise you of any unexpected delays.
We will conduct interviews in a fair and reasonable manner.	We will consider the appropriateness of any interview and whether the required information could be obtained in another way.
We will actively address your diverse needs.	We will conduct interviews in locations that are as private, secure and accessible to you and reflect the nature of the interview.

Written communication

SERVICE PRINCIPLES	SERVICE STANDARDS
We will respond to your correspondence promptly.	We will reply to all correspondence timely using the most appropriate contact method – via telephone, in-person, in writing or e-mail.
	We will acknowledge E-mail requests within one (1) working day of receipt, and provide you with a likely timeframe for our full response to your inquiry or request.
We will be courteous, professional and helpful.	We will provide accurate, helpful and timely responses that are relevant to your needs.
	We will identify ourselves and provide contact details in our e-mail/ written correspondence.
	We will record all of your correspondence, as appropriate, on departmental databases and filing systems.
We will be accessible by e-mail or in writing.	All departments will have mail contact options.
	We will use out-of-office E-mail messages when away from the office, and provide you with alternative contact details.

Applications and decisions

SERVICE PRINCIPLES	SERVICE STANDARDS
We will acknowledge inquiries and requests promptly and inform you about the assessment process.	We will acknowledge all inquiries and requests within seven (7) working days – unless we make a decision within that time.
	We will provide you with the details of any outstanding requirements, next steps and likely processing times in a timely manner.

Applications and decisions

SERVICE PRINCIPLES	SERVICE STANDARDS
We will be courteous, professional and helpful.	We will identify ourselves and provide you with options for contacting us.
	We will let you know how and when you need to provide information to us.
	Where you have a nominated representative, we will communicate with your representative.
We will be open and accountable and tell you the reasons for our decisions.	We will provide you with clear and timely reasons for our decisions and advise you of any review rights.

Our information

SERVICE PRINCIPLES	SERVICE STANDARDS
We will provide clear, accurate, helpful and consistent information.	We will regularly review and update information to ensure it is current and meets your needs and expectations.

Your feedback

SERVICE PRINCIPLES	SERVICE STANDARDS
We value your compliments, complaints and suggestions.	We will invite feedback and provide appropriate contact details in our client information.
	We will acknowledge client feedback within one (1) working day of receipt.
	We will resolve client feedback or give valid and appropriate reasons for non-resolution received in person by E-mail/letter and telephone within ten (10) working days or less.
	We will resolve written client feedback received via the U.S. Postal Service, facsimile or courier within twenty (20) working days.
We will use your feedback to improve our services.	We will monitor and report on all feedback and consider its relevance in reviewing and improving our services.

February 27, 2009

HOW WE WILL BE ACCOUNTABLE

We strive to:

- Monitor our performances against the standards set out in this Charter and have results available.
- Be open to feedback on our performance and suggestions for improvement from our clients and make adjustments to our programs and services based on information received.
- Provide explanations when our services do not meet acceptable standards of quality, timeliness or accuracy.
- Formally review the standards set out in this Charter once a year and make modifications where appropriate in light of your comments and in response to ongoing changes in the spirit of continuous quality improvement.

HOW YOU CAN HELP US

- We welcome your feedback and comments as vital in helping us to monitor and improve the relevance and quality of our programs and services.
- We will consider all suggestions fully and promptly in our planning for service improvement and, whenever possible communicate any changes made based on your feedback.
- We may occasionally seek your input to random surveys and/or focus groups to receive feedback on our programs and services in the spirit of continuous quality improvement.

Help us help you. We ask you to:

- Tell us if you have special needs so we may attempt to accommodate them.
- Let us know if you need an interpreter to use our services or understand the information you are requesting.
- Treat our staff with courtesy and respect.
- Attend scheduled meetings punctually.
- Respond to requests for information by the department accurately, thoroughly and in a timely manner.
- Provide us with changes in your circumstances promptly, as appropriate, so we may continue to serve your needs.
- Abide by any and all legal Territorial and/or Federal requirements and other obligations that are required, as appropriate.
- Report any issues or concerns you may to the appropriate department so we may take steps toward resolution.

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TO HELP US SERVE YOU BETTER

- Let us know as soon as possible when we do not meet your expectations. We will investigate your complaint and tell you what we have done about it.
- To help us give you the best possible service, we welcome suggestions for improvement to address any difficulties you are experiencing.
- We will try to resolve complaints satisfactorily and promptly. You can help us do this by providing clear details of relevant facts, persons and dates when you make a complaint.
- Complaints should be made to the person you have been dealing with (or that person's supervisor) or sent to the person by e-mail or letter.
- Our *Complaints Handling Policy* which outlines the processes involved, including your review and appeal rights can be obtained from the Office of Campus Executive Administrator (CEA).

INFORMATION ABOUT THE STUDENT AFFAIRS & OPERATIONS COMPONENT

You can get information about the Student Affairs & Operations Component, including its programs and services, from the UVI home page, www.uvi.edu. The UVI strategic plan, VISION 2012, and other reports are also available through the UVI website. Information about the Component can also be obtained directly from the Office of the Chief Student Affairs & Operations Officer which can be found on each campus.

February 27, 2009

HOW TO CONTACT US

For all reference inquiries:

Chief Student Affairs & Operations Officer	Ms. LilyMae Durante Acting Campus Executive Administrator	Mrs. Nereida Washington Acting Campus Executive Administrator
Postal Address:	#2 John Brewer's Bay St. Thomas, VI 00802	RR#1 Box 10, 000 St. Croix, VI 00820
Telephone Number	340-693-1140	340-692-4000
Facsimile Number	340-693-1175	340-692-4005
E-mail:	ldurant@uvi.edu	nwashin@uvi.edu
Website:	www.uvi.edu	www.uvi.edu
Associate Campus Administrators for Student Affairs	Dr. Doris Battiste Associate Campus Administrator for Student Affairs	Mrs. Miriam Osborne Elliott Associate Campus Administrator for Student Affairs
Postal Address:	#2 John Brewer's Bay St. Thomas, VI 00802	RR#1 Box 10, 000 St. Croix, VI 00820
Telephone Number	340-693-1121	340-692-4188
Facsimile Number	340-693-1105	340-692-4005
E-mail:	dbattis@uvi.edu	mosborn@uvi.edu
Website:	www.uvi.edu	www.uvi.edu

February 27, 2009

APPENDIX V

PROGRESS LETTER UPDATE SUBMITTED NOVEMBER 2008

(Included under separate cover)