

**PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES OF THE
UNIVERSITY OF THE VIRGIN ISLANDS
OCTOBER 1, 2011 – JANUARY 31, 2012**

The President's Report for this reporting period is organized into two sections. Part I provides highlights of new and ongoing presidential initiatives and institutional accomplishments since the last reporting period, including a feature segment on an academic area. Part II highlights major accomplishments within the framework of the Seven Management Values. This framework has been adopted to enhance the University's capacity to deliver programs and services, address challenges, and embrace opportunities.

PART I: PRESIDENTIAL INITIATIVES AND ACCOMPLISHMENTS

As always, I am honored to share with the Board of Trustees a summary of the University's activities and achievements for this reporting period. We continue to make important strides on the pathway to greatness, and during this period where we launched our celebration of the 50th Anniversary of the University, I am extremely excited about our future.

Student and Faculty Highlights

Students and faculty have made many notable accomplishments for the reporting period. Some are highlighted in this section and others are presented in Part II of this report.

Student Achievements

- ❖ Twenty UVI students attended the Annual Biomedical Research Conference for Minority Students (ABRCMS) in St. Louis in November 2011.
- ❖ Stephan Bitterwolf won a prize for best poster in the computational sciences at ABRCMS for work done jointly with UVI Research Assistant Professor Dr. Marilyn Brandt and a summer research mentor at the University of Hawaii.

- ❖ Dr. Thomas Zimmerman of the Agricultural Experiment Station (AES), along with Kenya Emanuel, participated in a TV2 interview on sorrel. The interview can be accessed at http://www.youtube.com/watch?v=vMjFmw8JWkY&feature=youtube_gdata.

Faculty Achievements

Faculty made significant strides with respect to scholarly activities during the reporting period. These achievements will be presented in terms of type of scholarly work and recognition of faculty by external entities.

- ❖ The School of Education was granted candidacy status by the National Council for the Accreditation of Teacher Education (NCATE) at its October 2011 meeting. This milestone is the first step in the process to achieve accreditation. Work is continuing in the School of Education to meet the fall 2013 deadline.
- ❖ Several faculty had their work published, accepted for publication in refereed journals, or included as book chapters. Specifically:
 - Downer, G.A. and **Callwood, Gloria**. (2011). Developing an Effective HIV/AIDS Response for Women and Girls in the U.S. Virgin Islands. November/December issue of *Women's Health Issues* (Vol. 21, No. 6S)
 - Kuffner, I.B., T.D. Hickey, V.J. Paul, J.M. Morrison, L.J. Walters, K.R. Glablow, **Teresa Turner**, and **E.R. Parish**. (2011) Half-dead colonies of *Monastreaea annularis* release viable gametes on a degraded reef in the US Virgin Islands. *Bull. Mar. Sci.* 87:701-702 (Of note is that the last two authors are a UVI faculty member and a UVI graduate student)
 - Empson, S., **Greenstein, Steve**, Maldonado, L., Roschelle, J. (in press). Scaling Up Innovative Mathematics in the Middle Grades: Case Studies of "Good Enough" Enactments. In S. Hegedus & J. Roschelle (Eds.), *Dynamic Representations and the Mathematics of Change & Variation: Contributions of the SimCalc Research Program and Future Visions*. Springer (Book Chapter)
 - **Tarver, Edward**, et. al. Novel technique for ultra-trace level detection and identification of chemical warfare agents, contraband narcotics, high explosives and toxic industrial

chemicals has been included in the latest edition of the text “Ion Mobility Spectrometry”, 4th Edition, Editors Gary Eiceman and Zeev Karpas (Inclusion in text)

- ❖ Some faculty were also recognized for work that they had done:
 - Dean Camille McKayle received the National Role Model Faculty Award for Exemplary Achievements in Educating and Motivating Students. The award was presented by Minority Access Inc.
 - Dr. Kimarie Engerman, Asst. Professor of Psychology, received a Certificate of Completion for participating in the Academic Integrity in Online Education Workshop sponsored by Sloan Consortium, which was held from October 26 – November 4, 2011.

UVI's Golden Jubilee Year

The University's celebration of its 50th Anniversary officially began on January 25, 26, and 27, 2012 with Kick-Off Receptions held at the St. John Academic Center, the Sports and Fitness Center on the St. Thomas campus, and at the North West Wing Great Hall on the Albert A. Sheen Campus. The receptions drew approximately 1,000 alumni, government officials, members of the University community, members of the UVI Board of Trustees, as well as the Foundation for the University of the Virgin Islands (FUVI) and Foundation for the Reichhold Center for the Arts (FRCA) Boards, former Presidents and representatives of former Presidents, and friends of UVI.

In addition to the Kick-Off Receptions, the celebration of the University's Golden Jubilee continues through the We Are UVI page on the institution's website. Each week, since January 8, 2012, reflections of alumni and current faculty, staff, administrators and other who have had a close affiliation are shared. The site can be accessed directly at <http://weareuvi.blogspot.com/>.

The fairgrounds of the 41st Annual Agricultural and Food Fair were named in honor of the University's 50th Anniversary and our 40th year as a land grant institution. This event was attended by thousands of individuals from across the Virgin Islands and the Caribbean.

Finally, the Office of Public Relations has posted a Calendar of 50th Anniversary Events through the end of March. Upcoming events for the month of March include Afternoon on the Green, Sunday, March 11th, and Charter Day Celebration, Friday, March 16th. The calendar can be accessed at http://www.uvi.edu/sites/uvi/Pages/About_UVI-golden_jubilee.aspx?s=CS.

50-for-50 Campaign

One of the elements of the University's Golden Jubilee celebration is the President's challenge to alumni with respect to alumni giving. The challenge is to increase the level of alumni giving to 50% in the University's 50th Year. This challenge, if met, would be an historic event in the life of UVI because no other HBCU has achieved an alumni giving rate of 50%. The current alumni giving rate is just over 13%.

Facilities Update

During the reporting period, there was significant activity across both campuses with respect to existing facilities and planned construction. This update provides information on the new residence hall on the St. Thomas campus, the Research and Technology Park (RTPark) building on the Albert A. Sheen Campus.

New Residence Hall

The New Student Residence Facility is a four story 37,000 sq. ft., 100-bed student housing facility being constructed on the St. Thomas upper campus in the location of the former Social Science Parking Lot. Work began onsite on October 24, 2011. Construction progress through January 31, 2012 includes erection of two cranes to facilitate progress onsite, completion of the footings and foundations walls for the entire facility, installation of underground plumbing and conduits, and pouring of the concrete floor for the entire first floor of the facility. In addition, the east wall of the building has been formed and poured. Work on forming the first floor walls is underway and on schedule. Design work for the facility is approximately 95% complete with only furniture and finish color selection to be finalized. The contractor selected issued final mechanical and engineering plans for review and comment on January 31, 2012. The

facility is scheduled to be completed by August 1, 2012 at a projected budget of approximately \$11,780,000.

Research and Technology Park Building

Construction of the UVI Research and Technology Park (RTP) 19,000 sq. ft., two-story building is underway at the northwest corner of the Albert A. Sheen Campus. The building will house the offices of the UVI Research and Technology Park and will be the first LEED certified commercial building in the US Virgin Islands. The RTP executive office will occupy approximately 870sq.ft. on the first floor leaving a total of 8,322sq.ft. available for tenant fit out and use. UVI entered into an agreement with the RTPark to lease approximately 8,322 sq. ft. to meet critical space needs of the campus, to include teaching laboratories, classrooms and faculty offices. An RTPark Fit-Out Design Committee has been established to provide end user input into the design. Eight responses to the RFQ for architectural and engineering services were received on January 25, 2012 and are in the process of being reviewed with the intent of issuing the RFP for Design Services within the next month. The projected cost to UVI of the space build out is approximately \$2,000,000.

Highlights of Spring Semester 2012

The spring 2012 semester brought new students and faculty to the UVI family. A brief update on the New Student Orientation activities is presented as well as information pertaining to the new full-time faculty who joined UVI. Additionally, a summary of the launching of the Institute for Leadership and Professional Development is provided.

New Student Orientation

The spring 2012 New and Transfer Student Orientation Program was held from January 3-5, 2012 on both campuses. On the St. Thomas Campus, 59 prospective new and transfer students and 13 parents participated in the Program. Seventy five percent (75%) were females, 41 percent were from the USVI, 32 percent from the Eastern Caribbean and 27 percent were from the US mainland. There were also two new

students on the National Student Exchange program, two Mexican exchange students and five transfer students from the Albert A. Sheen Campus. The theme for fall orientation was “Get Connected” and students were encouraged to connect to UVI resources such as, administrators, faculty, staff and other students on campus. We continue to see a drop in our new student enrollment in comparison to prior years. Addressing this challenge will be a major focus of our activities in the future.

On the Albert A. Sheen Campus, approximately 70 students participated in the New and Transfer Student Orientation Program. Students were afforded the opportunity to meet UVI’s administration, deans, faculty, staff and student leaders. Though attendance was low throughout the week of orientation due to scheduling conflicts with local cultural observances, students who attended rated favorably the information received and their interaction with UVI’s staff, faculty and students. The highest percentile rating was realized in the category identified as “excellent” for their overall orientation experience. Institutional orientation programming is widely believed to contribute positively to student retention rates, and assist with their transition to college life.

On both campuses the keynote speaker was Virgin Islands National Guard State Command Sergeant Major, Mona Barnes, the first female to hold this post in the Virgin Islands. She is also one of only three females to hold the position in the United States. State Command Sergeant Major Barnes’ keynote address focused her own personal experiences as a female in a male dominated career and the important role of education in career advancement and success.

New Faculty

The University welcomed five new, full-time faculty for spring semester 2012. Of these, three joined the College of Liberal Arts and Social Sciences: Alexis Walker, Assistant Professor of English, Jane Coombes, Visiting Assistant Professor of English, and LaVaughn Belle, Instructor of Spanish; one joined the School of Nursing: UVI Alumna, Shadell Murray, Assistant Professor of Nursing; and one joined the School of Education: Magdalene Tobias, Assistant Professor of Education.

Institute for Leadership and Organizational Effectiveness

Early in the spring 2012 semester, the University of the Virgin Islands Institute for Leadership and Organizational Effectiveness (UVI-ILOE) was launched as one of the University's key initiatives designed to help build strong and diverse leaders capable of responding to the growing leadership needs of the University, the territory, the region, and the world. This first activity of the Institute saw more than 75 University managers, administrators, supervisors, directors, and members of the UVI Senate engage in professional development activities under the theme "Leading with Impact: Your Ripple Effect" facilitated by Roxanna Bahar Hewertson of Highland Consulting Group.

In addition to providing leadership development opportunities for administrators, faculty, staff, and students, UVI-ILOE will also serve as an income generating arm of the University by responding to the needs of the public and private sectors for services in leadership development, strategic planning, ethics training, organizational effectiveness and assessment, technology review, productivity, and workplace conflict. It will utilize a business model that will allow it to respond to these requests by using the combined services of University experts, private consultants, and Institute graduates to deliver the interventions in a manner that would allow the University to co-source outcomes-based improvements in organizations.

Presidential Peer Review Process

During the period November 3-4, 2011, various members of the University community participated in a voluntary 360° review process of my performance, conducted by a Presidential Peer Review Evaluation Team, comprised of Presidents who are members of the American Association of State Colleges and Universities (AASCU). The review was a result of my desire to obtain feedback on my performance from a cross-section of the University community. Members of the evaluation team held face to face sessions with students, faculty, staff, administrators, Board members, as well as members of various shared governance entities, to include the Staff Council, UVI Senate, SGA officers, and the Faculty

Executive Committee, on both campuses. Team members participated in various debriefing sessions and provided me with valuable insights, reflections and recommendations.

Financial Update

The University continues to deal with the reality of the 8% reduction in salaries that became effective in July 2011. Since that time, various departments have reported that some employees have left the University because they were unable to effectively absorb the salary reduction, given their personal financial obligations. The financial situation for the University became even more somber in the past three months. In late December 2011 and again in late January 2012, the University received communication from the Office of Management and Budget indicating that UVI's allotment for FY 2011-2012 would be reduced by \$1,027,609 in each instance, effective early January and by a further \$1,027,609, effective early March. Added to the reduction of the University's general fund appropriation due to the 8% salary reductions, these additional allotment reductions in the University's current operating budget reduced the projected appropriations from \$31,618,752 to \$29,563,534.

What follows is an update on how the Administration, through the support of the Board, has begun to address the 8% salary reduction to alleviate the impact on employees. This is followed by an update on the strategies that the Administration plans to employ, moving forward, to address the most recent reductions to the University's operating budget allotment.

Employee Response to Measures Implemented to Mitigate 8% Salary Reduction Impact

On November 14, 2011 I issued a memorandum to the University community regarding the implementation of strategies to address the negative consequences of the 8% salary reduction. During the reporting period, the Administration and Finance component played a leadership role in implementing several of the strategies. Several of the units were involved in drafting and securing approval of procedures and guidelines for the implementation of flex-time, leave conversion to cash, overload payments, suspension of employee contribution to TIAA-CREF and part-time employment within the University by

University employees. Additional strategies implemented University-wide included: employee discounts at Reichhold Center for the Arts, cafeterias, Wellness Center (STT) and BUCS Fitness Club (STX) and professional development opportunities.

Cash Conversion of Leave

On November 2, 2011, I announced to the UVI community the Board of Trustees' approval to implement a cash conversion plan for banked leave so employees could cash out a certain percentage of their banked annual leave for cash. The cash conversion consisted of two payouts – December, 2011 and February 2012. Employees were able to request a cash payout from available accrued Compensatory Time, Grandfathered Leave or Annual Leave up to a maximum of 50% of the amount of wages lost. One hundred thirty-eight (138) or 37% of employees participated; 9,542 hours were converted, for a total cash conversion of \$242,458.45. A stipulation was made such that an employee could not both convert leave and reduce their retirement contributions.

Suspension of the 8% Employee Contribution to TIAA-CREF

After approval from the Board of Trustees at its October 2011 meeting, the University's mandatory defined contribution retirement account was closed and a non-contributory retirement account became effective January 1, 2012. The University continues to make contributions to all employee retirement accounts. The implementation process, along with instructions on how to enroll in the non-contributory retirement plan, was communicated via email to the UVI community on November 23, 2011. Initially, ten employees enrolled in the plan including two faculty members. As of January 2012, fourteen employees have enrolled in the plan including one additional faculty member out of the 262 participants.

Budget Reduction Process

As a result of the two reductions in the University's general fund allotment, a preliminary strategy was adopted to identify current vacancies that would be eliminated. This process involved Component heads and information has been shared with the University community regarding both allotment reductions. This interim approach will ensure that there would be *no layoffs of current personnel*. It was made clear to the

University community that it will be necessary to identify ways to be more strategic in accomplishing tasks, given that the two budget reductions have made it impossible to support a full complement of staff. The hiring freeze, does not, however, impact positions fully supported through external funds.

Additionally, the University Budget Committee (UBC) has been charged to factor both allotment reductions, plus an additional \$1.5 million reduction received from OMB its deliberations as its work on the development of the University's Operating Budget for FY 2012-2013 begins. Specifically, the UBC will be asked to review the entire Operating Budget to identify areas for reduction and reallocation.

Additional Noteworthy Activities

During this spring we achieved other important goals, including hosting our 2nd Annual Man Up Conference that attracted over 3,000 male students to our campus. Additionally, we broke ground on a new soccer field on the Albert A. Sheen Campus, and the Center for the Study of Spirituality and Professionalism convened a series of ethics training workshops and held a conference on spirituality and business.

Featured Academic Area: School of Nursing

As was done in the President's Report to the Board for October 2011, an academic area is again being highlighted and recognized for the Presidential Appreciation Award. The School of Nursing is featured in this President's Report not only for significant work done during the reporting period, but for the consistent and significant work that has occurred during the past two academic years under the leadership of Dean Cheryl Franklin in the areas of continuous program improvement and student preparation and readiness for entry into the nursing profession.

The Associate of Science Nursing Program achieved a 100% NCLEX-RN pass rate for the spring 2011 graduating class. Within the Baccalaureate Nursing Programs' spring 2011 graduating class 10 of twelve students took the NCLEX-RN licensure exam and achieved a pass rate of 90%. The national benchmark set by the National League for Nursing Accrediting Commission (NLNAC) is 89%.

Beginning October 2011, at the request of the School of Nursing, the Virgin Islands Board of Nurse Licensure (VIBNL) requires a *Certificate of Readiness* as a part of the application process to take the licensure exam. The Certificate of Readiness indicates the student has met or exceeded the standards of preparation for the NCLEX-RN exam. The School of Nursing utilizes the Assessment Technologies Institute (ATI, Inc.) Virtual NCLEX-RN Predictor as a determinant of students' test readiness. This test was first required for the graduating classes from the School of Nursing in spring 2011. In addition to graduates' performance on the NCLEX-RN licensure examination, the School of Nursing was formally notified in July 2011 by NLNAC that its baccalaureate nursing program received continuing accreditation, with the condition that a follow up report be submitted by October 1, 2013. Once accepted, the next accreditation visit would be in 2019. School of Nursing faculty were also engaged in accreditation activities relative to the associate nursing program, which received continuing accreditation in spring 2010, with the next evaluation visit scheduled for fall 2017.

Dean Franklin and the faculty and staff of the School of Nursing are therefore recognized for their unwavering commitment to excellence and quality and for their continued efforts to ensure that the graduates of the associate and baccalaureate programs are well prepared to take their rightful place in the nursing profession.

PART II: MAJOR ACCOMPLISHMENTS PRESENTED WITHIN THE FRAMEWORK OF THE SEVEN MANAGEMENT VALUES

In presenting major accomplishments for the reporting period within the framework of the Seven Management Values, a brief summary statement of the focus of each management value will be provided followed by associated accomplishments. For accomplishments that represent an achievement of one of the strategic objectives of VISION 2012, the particular strategic objective will be identified in brackets at the end of the accomplishment statement.

Management Value I: High Performing Institution with a Focus on Quality

At the core of this management value is the recognition that time and quality are our greatest assets. As such, during the reporting period, the University sought to deliver programs and services to: reduce the turnaround time to complete normal institutional operations and requests; create systems to ensure the development of accurate, complete, and consistent documents; and, identify areas of potential or existing vulnerabilities and develop strategies to address the vulnerabilities. Selected accomplishments that demonstrate recognition of the importance of time and quality follow.

- ❖ Research faculty within Agricultural Experimental Station (AES) and the Cooperative Extension Service (CES) mentored students and provided opportunities for them to engage in a range of research activities. Specifically,
 - Dr. Thomas Zimmerman of the Biotechnology & Agroforestry program of AES mentored five UVI students -- Anna Gilbert, Jewelle Ible, Kenya Emanuel, Khalid Matthew and Tyrone Pascal -- with independent research projects. Four of the projects involved evaluation of sorrel hybrids with the parents and one project investigating seed viability of a federally endangered Virgin Islands tree, *Buxus vahlii*.
 - Dr. Dilip Nandwani of the Horticulture program of AES is mentoring student Shamali Dennery supported by grant funds from the USDA-NIFA Resident Instruction in the Insular Areas program. The student began training in vegetable production and collecting data as part of a USDA – Hatch project on growth and yield of peppers and tomato crops. Dr. Nandwani is also mentoring a graduate student, Velta Napoleon, from the University of Nebraska who will be evaluating the effects of pre-emergent herbicides as a method of controlling weeds that are established after transplantation of vegetables crops.
 - Mr. Don Bailey, Acting Aquaculture Program Leader mentored a UVI student, Eeachan Simon, who conducted cucumber production research in the UVI Aquaponic System. The student's research was supported by grant funds from the USDA-NIFA Resident Instruction in the Insular Areas program.

- ❖ Publications and other presentations continue to be a major focus of Research and Public Service as the unit produced its first magazine entitled *Linking Research & Community 2011*.

- Research faculty from the Center for Marine and Environmental Studies (CMES) published four manuscripts, made five conference presentations, and completed 19 professional reviews.
 - VI-EPSCoR produced and released its Fall Newsletter, and the Eastern Caribbean Center published its latest issue of *Caribbean Perspectives*.
 - The Cooperative Extension Service (CES) printed the second in a series of fruit posters entitled *Tropical Fruits of the U.S. Virgin Islands & their Nutritional Value*; made two presentations on gardening to 29 teachers from the St. Croix Federation of Teachers; and provided information through publications, lectures and walking tours to 273 students and 20 adults from different schools.
- ❖ The St. John Academic Center continues to find its place at the University and within the Information & Technology Services Component. Enrollment and offerings continue to grow. In fall 2011, 11 courses (34 semester hours) were offered via videoconferencing systems with that number growing to 19 courses or 55 semester hours for spring 2012. For spring 2012, an additional 6 students – all new to the University – were enrolled in courses. Additionally, the UVI St. John Academic Center is featured in *American Libraries* January/February 2012 issue as part of preserving the HBCU legacy report. The UVI entry was one of only two of nine HBCU Library entries selected for coverage in this publication. *American Libraries* is published for members of the American Library Association and is widely circulated.
- ❖ Working collaboratively, the Associate Campus Administrators for Students Affairs on both campuses began the process of revising the *Student Code of Conduct*. The University hired a consultant, Attorney Edward Stoner, to assist the staff in this process and visited both campuses. During his visit on January 30 and 31, 2012, he met with administrators, faculty, students and staff to discuss issues relative to revising the Code of Conduct and how the process should work. Forty-five individuals on the St. Thomas Campus participated in this process including nine students.

- ❖ Virgin Islands Asphalt Products, Inc began repairs to campus roads on the Albert A. Sheen Campus on November 7, 2011. The roads were extremely deteriorated with numerous potholes. The \$188,000 project included filling existing potholes and overlaying the existing roads per highways standards. The roads addressed included: a) the main Palm Drive; b) loop from information kiosk to exit by Residence Halls; c) road intersecting east corner of the Student Center; and d) road adjacent to the Great Hall. In addition, the project includes line striping and replacement of speed bumps.
- ❖ The way-finding and directory signs of the Melvin Evans Center were installed during January 2012. Thirty-three signs were installed in total; 29 way-finding signs and four directory signs. The way-finding signs provide office and room locations on each level of the 9-level Center. Directory signs provide room locations of key service areas on the 400-, 500-, 700- and 800-levels. In addition to providing customer service to visitors and students in the Melvin Evans Center, this project will also meet ADA compliance requirements for signage needed identifying handicapped accessible routes and facilities.
- ❖ An E-waste drive and collection was completed on January 10-12, 2012 on the Albert A. Sheen Campus. Over 493 discarded electronic items accumulated over a 12-month period. Campus Operations coordinates the collection drive according to VI Waste Management Authority procedures and regulations. The overall cost of recycling the electronic equipment was \$4,750.

Management Value II: Service Oriented

At the core of this management value is the recognition that the University's ultimate client is the student. In addition, this service principle applies to how components, divisions and departments interact with and respond to requests from each other and other stakeholders. To this end, the University sought to improve the way in which programs and services were delivered by developing processes: 1) to include training, that result in the substantial reduction of customer complaints; 2) to enhance customer satisfaction

with programs, services and products; and 3) that send a substantial message to customers that they are special.

- ❖ The Caribbean Exploratory Research Center (CERC) received funding for a project in Haiti. The Project, which is funded by a grant from the National Institute on Minority Health and Health Disparities (NIMHD), is intended to protect displaced Haitian women and girls, as a result of the earthquake, from physical or sexual abuse. Training and a site visit to Haiti was made in November 2011. Also, a contract with Jean Mars Price University in Haiti has been fully executed and a full complement of staff has been hired. This will ensure that the project will be inclusive of Haitians as contributors in the execution of the project, and that it will be conducted in a culturally relevant and sensitive manner.
- ❖ In its continuing quest to serve the public, the CES trained 137 participants in basic computer applications, conducted nutrition sessions where 205 persons attended, trained 20 persons in sewing, and 50 persons in baking workshops. CES staff also participated in the St. Croix Carnival parade, sponsored the 6th Annual Virgin Islands Woodworkers Expo where 10 individuals participated in demonstrations and approximately 400 persons attended, and participated in the St. Thomas-St. John Agriculture and Food Fair where approximately 3,000 persons attended.
- ❖ The Virgin Islands Small Business Development Center (VI-SBDC) provided assistance to 16 territory-wide clients through the Procurement Division under the Small Business Jobs Act and one of its employees completed certification as a Certified Global Business Professional which places VI-SBDC in a greater place to assist small businesses who are becoming export ready. VI-SBDC also provided counselling to 59 clients and assisted 6 clients in receiving funding approval totalling \$299,000. The owner of G.L.G. Plants and Produce on the island of St. Croix, one of SBDC's clients, was recently featured in the national, quarterly published magazine "Minority Landowner Magazine", Volume 6 of its 3rd Annual Farmer of the Year Issue for summer 2011. The magazine

highlights a diverse representation of farmers and farm operations, and the farmers' stories.

[4.C,D]

- ❖ The Research Publications Unit (RPU) sought and received over 700 submissions for consideration in Volume 26 of *The Caribbean Writer*. In addition there was a major redesign of its website, www.TheCaribbeanWriter.org, to make it more user-friendly. Additionally, for the first time in the journal's history, secure online ordering and manuscript submission capabilities are now fully functional. [2.E]
- ❖ The Eastern Caribbean Center (ECC) completed, in collaboration with the Office of Planning, Research and Evaluation in the V.I. Department of Education, the first phase of a scientific survey on *Youth Lifestyles* in the public elementary, junior and senior high schools in the Territory. [4.A,C]
- ❖ VI-EPSCoR hosted a conference of Virgin Islands Conservation Alliance (VICA) partners and interested members of the community. Attendees included representatives from federal, local, and private agencies. The theme for this year's conference was, "*Transforming the Virgin Islands through Conservation Collaborations*." The meeting addressed issues related to the conservation of natural resources in the Virgin Islands. The unit also hosted its annual conference entitled "*Supporting the Territory's Future through Capacity Building in Research, Technology and Education*". It examined a number the challenges facing the U. S. Virgin Islands and the United States over the next decade and participants discussed initiatives that could become part of the Territory's 'solutions toolbox' as we move forward. The conference was held in collaboration with the U.S. National Park Service (USNPS) and the Joint Institute for Caribbean Marine Studies (JICMS).
- ❖ During the reporting period, Information & Technology Services (ITS) tracked the number of entries into the St. Thomas library as part of an assessment activity on the utilization of the renovated library space. Using electronic gate counters, the system logged 49,254 entrances (and the same number of exits) into the library building. During a similar period in 2009 to 2010 the

gate counters registered 36,789 entrances. This demonstrated a dramatic increase in the number of patrons that utilize the library services provided by ITS.

- ❖ In its quest for continuous improvement in meeting the safety and security needs of the University through the improved performance of Security personnel, the following were focus areas for the Security Department on the St. Thomas campus during the reporting period:

- Various trainings were provided to Security personnel including a tsunami tabletop training conducted by Virgin Islands Territorial Emergency Management Agency (VITEMA) and participation in an island wide Emergency Response Drill in which Chief Roderick Pullen represented UVI at the VITEMA Command Post. The Security Department also conducted a fire drill and emergency evacuation training for the South Dormitory resident students.
- In October 2011, Chief Pullen, and Security Supervisors completed the Homeland Security Incident Command and Disaster Recovery Training & Certification.

- ❖ In its continued efforts to respond to the service needs of various units, departments and components across the campus, the Physical Plant Department on the St. Thomas campus completed the following work during the reporting period:

- Major rehabilitation of the upper campus air conditioning system cooling loop was completed with the replacement of two 110 ton capacity chillers, replacement of deteriorated condenser coils and upgrades of the chill water pump control and valve systems. The total project cost was approximately \$140,564.
- Repairs were completed to selected high traffic campus pedestrian walkways on the upper and lower campus that were in a state of disrepair and required replacement to correct structural instability and uneven and unaligned surfaces. These posed a hazard to users and a potential major liability for the institution. The total project cost was \$171,451.
- Four of six Environment Protection Agency (EPA) grant funded water improvement projects were completed. These included the rehabilitation of the 65,000 gallon cistern; replacement of the well field iron pumps and high pressure pumps and the rehabilitation of the golf course pump station. The total reimbursable cost of these completed grant projects is \$139,598.
- The exterior of the Physical Plant/Purchasing Building was rehabilitated by sealing the deck area and the exterior walls to stabilize the structure of the facility, resealing of the upper walkway deck area, masonry repair of the walkway ceiling, preparation of the wall and

ceiling areas and the painting of the facility to standardize the color scheme with other facilities on the campus. This project was completed at a cost of approximately \$14,750.

- In conjunction with the University's "Going Green" initiative, efforts are being made to conserve energy through the retrofitting of existing lighting systems throughout the campus. In the first phase of this initiative, lights in campus walkways and parking lots and the exterior lights at the Sports and Fitness Center were retrofitted. A total of eighty (80) 175 metal halide fixtures were retrofitted to 100 watt induction bulbs in campus walkway lights and retrofit of twelve (12) 400 metal halide fixtures to 200 watt induction round tubular bulbs. This measure could potentially result in energy savings of 50% to 60% over the bulbs previously utilized. The cost of this energy conservation project was \$18,059.

- ❖ In November 2011, Reichhold Center for the Arts partnered with the VI Lottery and the Virgin Islands Council on the Arts to conduct a student residency on St. Croix for approximately 400 students. Artists Dion Parson and the 21st Century Band, Stanley and the 10 Sleepless Knights and Eddie Russell spoke about band development and music as a career and conducted an intense hands-on workshop with high school students.

- ❖ *Leading with Purpose: Charting a Path to Student Success* was a major 2-day leadership conference organized for student leaders on the Albert A. Sheen Campus, November 4 – 5, 2011 at the Hibiscus Hotel-St. Croix. Thirty-three UVI student leaders, with representation from the Student Government Association (SGA), Black Heritage Committee, St. Kitts Nevis Associations, Sports Committee, Queens Committee, Resident Assistants (RAs), Golden Key International Honour Society, Psychology Club, and the newly formed Peace to Arts Club were all involved in the training. Ten conference presenters along with keynote speakers facilitated the training session. Keynote presenters included, UVI Trustee Jennifer Nugent-Hill and Command Sergeant Major Mona Barnes. Workshops topics included Networking: Where do I Begin; Money Management for Students; Social Graces; From Contestant to Ambassador; The Journey; Parliamentary Procedures; Leadership Styles; ABC's of Leadership, Conflict Resolution: Listen, Learn, and

Speak; and Health & Wellness: Life in Balance. Student leaders also participated in a civic-service initiative that was recognized by members of the local media and community groups.

- ❖ The Office of Student Employment on the Albert A. Sheen campus provided the following services to students during the reporting period:
 - A total of 75 contracts were prepared and 65 students employed.
 - A total of 26 new students were placed in student employment positions.
 - Counseling and Career Services were provided to 215 students. Areas covered were employment, employment verification letters, and information regarding the services offered by the department.

- ❖ The Counseling Supervisor on the St. Thomas campus maintained follow-up and counseling on an on-going basis for five (5) students with special needs. Disability needs are related to learning disabilities, physical disabilities and medical conditions. Specifically, the counselor worked with one student with issues related to verifying disability and documentation and one who had challenges with registration. The Counseling Supervisor also organized informational sessions to recruit students to participate in the National Student Exchange program. Over the past few years the Division has had challenges in recruiting and sending UVI students to participate in the cultural and educational program on the mainland. This year six students have applied and are eligible for participation, which is a significant improvement.

- ❖ The Counseling Supervisor on the Albert A. Sheen campus reported 156 contacts with students and other visitors in the Counseling Office. Of these contacts, 86 were new student contacts and 70 represent repeat visits. Of the 156 contacts approximately 30% were seen for informational retrieval, 18% were seen for National Student Exchange information/planning, 15% were seen for Career or College Major discussion counseling, 20% were seen for personal counseling, 8% were seen for Academic Counseling and 8% were for miscellaneous reasons including Employment, Senior Exit interviews, or Air Force recruitment session visits.

- ❖ The campus psychologist on the Albert A. Sheen campus provided direct services to 70 students, staff and faculty experiencing interpersonal, stress, emotional, behavioral, career or academic concerns. More specifically, the campus psychologist provided:
 - Counseling sessions (including personal, academic, and career) to self- and other-referred students
 - Evaluation of students with special needs for qualification for the Learning Assistance Program and assistance with accommodations and referral for University and community support service.

- ❖ The Student Health Services Center on the St. Thomas campus now offers free OB GYN Clinic twice monthly from 8:00a.m to 12 noon. This service is offered through a Memorandum of Understanding between UVI and the Virgin Islands Department Health. During this reporting period, a total of 60 students visited the clinic to receive OB GYN services. Based on verbal feedback, students expressed satisfaction with the service and the convenience of having it on campus.

- ❖ The St. Thomas Campus Associate Campus Administrator for Student Affairs presented a paper at the 2011 Caribbean HIV Conference: Strengthening Evidence to Achieve Sustainable Action in Nassau, Bahamas on November 19. The paper was entitled *Peer Led Intervention of HIV/AIDS and Substance Abuse on a Historically Black University in the Caribbean*. The presentation focused on UVI's initiative of using student peer educators as a strategy for preventing alcohol and other drug use, HIV/AIDS, and Hepatitis on our campuses. The 2011 HIV Conference was sponsored by the University of Puerto Rico and the Government of The Commonwealth of the Bahamas.

- ❖ A customer service workshop was held on December 16, 2011 for the Security Department on the Albert A. Sheen Campus. The workshop focused on team discussions of best customer service practices to respond to typical incident scenarios experienced on campus. The session was

facilitated by the Associate Campus Administrator for Operations, along with UVI Security Supervisor, an ROTC instructor and a Virgin Islands Police Department sergeant.

- ❖ Representatives from the Albert A. Sheen Campus, including the Associate Campus Administrator for Operations, a senior undergraduate student, and the Provost, were guests on the “Ritmo del Doce” television program on Channel 12 in January 2012. The program focused on UVI’s outreach to the Hispanic community as well as informing the viewing audiences about services available at the University for academic and financial support.
- ❖ The Hispanic Heritage Planning Committee on the Albert A. Sheen campus culminated its 2011 Hispanic Heritage Month celebration with a special public presentation by former Ecuadorian President Jamil Mahuad, on Friday, Oct. 14, 2011, in the Great Hall. Former President Mahuad, a Nobel Peace Prize nominee, spoke on “Hispanic Challenges and Successes.” On Saturday, October 15th, Mahuad along with UVI President David Hall met with UVI Student leaders during a luncheon and both also gave remarks during a UVI Open House at the Pedro Cruz Park. The Open House was the concluding event of UVI’s Hispanic Heritage Month observance.
- ❖ During the month of October, 2011, the Human Resources Department held workshops on *Conducting Performance Evaluations* and hands-on training sessions for creating evaluations in the *PeopleAdmin* system for supervisors on both campuses. Human Resources also developed and distributed a Guide and Quick Tips on both Performance Evaluations and on *PeopleAdmin*. [2.B.5]

Management Value III: Uncompromised Integrity

At the core of this management value is the aspiration that our individual and collective integrity are never compromised. As such, during the reporting period, the University sought to improve the way in which programs and services were delivered by providing ethical training to personnel, particularly in areas where ethical dilemmas often occur and creating systems of checks and balances to allow for the detection of unethical behavior.

- ❖ On November 17 and 18, 2011, several directors and employees of the University attended one of two *Ethics in the Workplace*, “Train the Trainer” workshops held on both campuses. The workshops were insightful and assisted participants in identifying the types of behaviors and activities that may pose ethical issues in the work environment. The Vice President for Administration and Finance was selected to be a trainer and served as one of the facilitators for the workshops. [2.B.5]
- ❖ The Health Services Center on the Albert A. Sheen Campus provided services to 889 clients during the reporting period. Confidentiality and compliance with HIPPA regulations were enforced to ensure the highest level of accountability professional integrity in handling patients’ medical information. This number includes students, faculty, and staff. It includes health records updates, sick visits, consultations, and physical exams. To date, the Health Services Center maintains a 95% compliance rate for submission of medical records of residents at the Delta M. Dorsch Complex and on campus student records. [1.E]

Management Value IV: Informed Decision Making

At the core of this management value is the commitment that decisions are made in a thoughtful, reflective, data-informed, and transparent manner. As such, the University sought to improve the way in which programs and services were delivered by: creating systems for including more information and feedback from key individuals in decision-making processes; creating processes for developing more comprehensive and reliable data in regards to key University operations; and developing processes or matrices for informed decision-making across the University.

- ❖ In an effort to involve more constituents in the process of allocating funds for classroom renovations, Information & Technology Services created a Task Force to evaluate the existing classrooms and labs on St. Thomas and St. Croix. Thirty-four classrooms and four computer labs have been evaluated by the group. The preliminary report on these rooms has been submitted to the CIO for review and input and will be going to Cabinet on February 13 before being submitted

through the shared governance process. Funds from the Advance Learning Environments (SAFRA funded) will be allocated according to the priorities and recommendations of the Task Force.

- ❖ The Human Resources Policy Committee, charged with drafting an update of the Employee Policy Manual, was re-configured to include representatives across the University in alignment with the shared governance process. Nominees were submitted and the new group began meeting in October, 2011 to review, edit and update the 2009 draft policy manual. The group utilized tele- or video-conferencing to reduce the costs associated with traveling between campuses. The Committee completed its review and compiled a first draft which has been reviewed by Cabinet and is now being updated for dissemination to constituency groups and legal counsel for review.
- ❖ Physical Plant on the Albert A. Sheen Campus completed repairs to twenty-one (21) lamp post lights in October 2011 using the new Teupen Aerial Platform Lift with supplies on stock. As part of a security vulnerability assessment, a follow-up evaluation of the facilities and campus outdoor lighting was conducted on November 8, 2011. The evaluation team included student leaders, resident hall students, physical plant, security, energy management, and Campus Operations staff to ensure that key individuals provided feedback on any vulnerabilities experienced. The assessment summary identified repairs needed for 30 solar lights, 21 exterior building lights, 11 lamp post lights, 3 pedestrian crossing lights, and 4 building porch lights. A budget and a preventative maintenance plan for the lighting needs noted above as well as to increase outdoor lighting for 3 additional areas identified will be prepared and submitted during the upcoming fiscal cycle.
- ❖ The Institutional Advancement Office is continuing to seek greater alignment of best practices within the fundraising sector to make more informed decisions regarding its work. This fiscal year, the staff has already participated in webinars and small group trainings focused on several topics, including, but not limited to: *Using Planned Gifts to Maximize Major Gifts*; *Optimizing Use of the Raisers Edge Software*; *Accurately Reporting Your Alumni Participation Numbers to US News*.

Management Value V: Fiscal Responsibility

At the core of this management value is the recognition that care must be taken in the management and growth of resources. As such, during the reporting period, the University sought to improve the way in which programs and services were delivered by: identifying expenditures that could be reduced without compromising the overall quality of operations; identifying duplicative services that could be eliminated; and identifying entities or operations that have the potential for increasing profits or becoming profitable and developing strategies to achieve such profitability.

- ❖ The Research and Public Service (RPS) arm of Provost Component continued to contribute to the fiscal stability of the University through the receipt of grant funds, donations and revenue generating programs. Specifically,
 - CMES was awarded \$128,588 through VIMAS-UPR Sea Grant for FY 2012-2014; \$10,000 for the VI Emerging Researcher's Program: Investigating coral white plague disease across reef habitats in the US Virgin Islands; \$250,000 from the Black Coral Penalty Fund (collaborative effort of Institutional Advancement and CMES). This award from the Department of Justice was based on a request from the lead lawyer working on the case to keep some of the penalty monies from the judgment in the US Virgin Islands to study habitats where CITES-listed black coral occur; \$169,000 was awarded for the "Study of Nutrient Analysis and Distribution and Sedimentation Rate". Department of Environmental Protection, DPNR Section 106 program and AU\$990 as a participation grant for the 2012 International Coral Reef Symposium, Australia, July 9-13, 2012. [3.D]
 - AES received three grants during the reporting period: a \$35,000 grant from Ventria Bioscience to study the effect of herbicides on rice germination and weed control for rice production; and \$50,070 from the VI Department of Agriculture to evaluate the production and marketing potential of *pitaya* in the VI; SARE funding received based on participation in a research project with the University of Georgia (\$14,957 – UVI; \$130,527 – total award). The project will evaluate the use of tropical cover crops as mulch in minimum till crop production in the USVI. [3.D]

- First Bank donated \$10,000.00 to the Virgin Islands Small Business Development Center as part of its annual community reinvestment contributions. [3.D]
- The Aquaculture Program hosted a 3-day workshop on the principles and operational practices of the UVI Aquaponic System. Twelve participants from the USVI, Puerto Rico and several US states attended. Revenue generated from this workshop (\$7,200) will be used for program support and supplement USDA Hatch Grant research funds [1.F]

- ❖ The University Libraries were awarded \$7,500 by the Historically Black Colleges and Universities (HBCU) Library Alliance to perform comprehensive user assessment of library services, including the ITS service desk. Funds will be used to purchase LibQUAL+®[®], a suite of services developed and offered by the Association of Research Libraries (ARL), to “solicit, track, understand, and act upon users’ opinions of service quality.” The project, which will be conducted over the next 12 months, will strengthen the interaction with users for improved program effectiveness. Along with this initiative, Sherna Gumbs, Special Collections Librarian, received a \$15,000 scholarship to participate in a 9-month leadership institute beginning February 2012 under the direction of the Alliance. The HBCU Library Alliance project is funded by a grant from the Andrew W. Mellon Foundation to support HBCU library development of staff and resources.

- ❖ To address the high cost of energy, the University has embarked on an effort to partner with a firm to provide alternative energy solutions. To date, a Request for Qualifications (RFQ) was issued seeking responses from firms that could provide a power purchase agreement (PPA) for a **photovoltaic (solar) system** on both campuses. Additionally, a Request for Proposals was issued and respondents have been narrowed down to two finalists. The VI Code allows UVI to construct a photovoltaic system with a maximum power production capacity of 5 megawatts (MW). At this time, the installation of a 2MW system on the Albert A. Sheen St. Croix campus and a 3MW system on the St. Thomas campus is being explored. The selection of the firm that could provide a PPA for a photovoltaic system on both campuses is expected by the end of March. [3.B]

- ❖ On September 21, 2011 the 29th Legislature passed the University's Fiscal Year 2012 appropriation bill (Bill No. 29-0187) in the amount of \$31,618,752. This budget includes an additional amount of \$708,673 beyond Governor deJongh's recommendation. The additional amount covers an increase of \$583,673 in the operating line and \$125,000 towards the maintenance of Brewers Bay Bathhouse, Act 7261, and the Hotel and Tourism Management program.
- ❖ During the reporting period the University commenced the Fiscal Year 2012-2013 Strategic Budget Development process:
 - On December 14, 2011, the Budget Call package was distributed to the constituents' leaders, deans and component heads (inclusive of instructions and time lines).
 - On January 10, 2012, a Budget Call orientation was conducted for constituents' leaders, deans and components heads.
 - On January 11, 2012, training sessions were conducted for the UVI University Budget Committee (UBC) members.
 - On January 17, 2012, the UBC received its charge from President Hall, reviewed budget challenges with UBC Co-Chairs, discussed issues impacting the sources and uses of funds, including budget assumptions, and developed a timetable for budget recommendation to President Hall.
 - On January 27, 2012, the Budget Office received responses to the Budget Call from Components.
 - Currently, the Budget Office is in the process of reviewing, reconciling and analyzing the Fiscal Year 2012-2013 submissions from components which will be compiled and distributed to the UBC. **[3.B]**
- ❖ During the October 1, 2011 – January 13, 2012 reporting period, the University received \$375,075.00 in contributions. For this period, \$19,795 was raised in cash and gifts from alumni; this includes a total of 168 gifts from 136 alumni donors.

Management Value VI: Performance Assessment

At the core of this management value is the commitment to regularly evaluate and assess individual and unit performance based on articulated goals and objectives and that a system of rewards is established. To that end, the University sought to improve the way in which programs and services were delivered by: developing comprehensive methods for evaluating personnel; conducting performance assessments of all personnel; developing processes for evaluating units and programs; identifying and implementing non-monetary reward systems; and developing processes for linking performance to the Seven Management Values and VISION 2012.

- ❖ During the reporting period the Human Resources Office focused on finalizing the employee's review and approval of completed 2010 fiscal year employee Performance Evaluations.
- ❖ During the reporting period, performance evaluations were completed by supervisors, managers and Component Heads for full-time employees in all Components across both campuses. To date 59% of performance evaluations have been completed and processed by the Department of Human Resources.

Management Value VII: Emotional and Spiritual Health

At the core of this management value is a commitment to nurture the emotional and spiritual well-being of all UVI personnel. Thus, during the reporting period, the University sought to improve the way in which programs and services were delivered by: convening training sessions or workshops on multiple intelligences as related to critical aspects of work across the University; developing systematic processes that allow administrative personnel to be more sensitive to the emotional and spiritual needs of personnel; and articulating approaches to effectively cope with work-related stress.

- ❖ The Office of the CIO and the Information & Technology Services staff continue to take time to celebrate the lives and events of the staff that work so hard to service the UVI community. During

the reporting period, the Component celebrated birthdays, welcomed a new baby, exchanged holiday gifts, and even participated in some award-winning karaoke performances.

- ❖ The Albert A. Sheen Campus bookstore manager donated turkeys as a token of appreciation to the employees, student worker and the custodial staff assigned to the campus bookstore. The staff including their family members expressed sincere gratitude for the gesture and acknowledgement.
- ❖ To improve morale and foster the continued emotional and spiritual health of members of the Administration and Finance Component, the Vice President held three events which brought members of that Component together, namely:
 - An all-day, off-site Component Retreat was held on October 25, 2011 for supervisors and directors within the Administration and Finance component. Survey results indicated that the retreat was a success and employees felt energized to continue the delivery of programs and services that would move UVI along the path to greatness in spite of the challenges ahead.
 - An appreciation breakfast was held on December 16, 2011 for the staff to acknowledge their hard work and commitment, especially their response to the short turnaround with respect to processing the first batch of leave conversion to cash requests before the holiday break. **[2.B.5]**
- ❖ The Ritz Carlton was the venue for an all-component retreat in which the staff of the Office of Institutional Advancement participated in its Legendary Service training session. The purpose of the activity was to help Institutional Advancement colleagues enhance their service interaction with various stakeholders including donors, students, alumni, Reichhold Center patrons, and each other. The retreat was capped off with an “Emotional & Spiritual Health” dessert break which enabled IA co-workers to get to know each other and form stronger interpersonal relationships.
- ❖ On December 10 and 11, 2011 the University’s annual holiday galas were held for personnel on both campuses. Both events saw record attendance and were organized by committees whose membership reflected all Components of the University.