

**PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES OF THE  
UNIVERSITY OF THE VIRGIN ISLANDS  
SEPTEMBER 1, 2009 TO JANUARY 31, 2010**

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As with the President's Report submitted for the October 2009 Board of Trustees meeting, the President's Report for this period is organized in two major sections. Part I speaks to new and ongoing Presidential initiatives and accomplishments since the last reporting period. This report, however, differs from the format of the last President's Report to the Board in that Part II of major accomplishments is within the framework of the Seven Management Values. In the last President's Report to the Board, the Seven Management Values were shared within the context of the leadership approach that was being adopted, which should enhance our capacity to deliver our programs and services as well as addresses challenges and embraces opportunities. For accomplishments directly related to VISION 2012 strategic objectives, the objectives will be noted in parentheses.

**PART I: PRESIDENTIAL INITIATIVES AND ACCOMPLISHMENTS**

The reporting period was a very active one with members of the University community working towards program and service delivery with a high level of energy and addressing multiple demands throughout the period. In this section of the report, information will be presented to highlight some key areas of focus of the President.

**Presidential Initiatives**

*Male Initiative*

On November 4, 2009, the inaugural meeting of the Focus Group on Male Student Recruitment, Retention, and Graduation was convened by President Hall. A

core group of male students on the St. Thomas campus were invited to the meeting. In extending the invitation, the President asked that each student invite another male student who could contribute to the discussion. The goal of the first meeting was to hear from male students about what the Administration, and they, could do to attract and retain more male students. Since the inaugural meeting in November, significant progress has been made with respect to this initiative. The group has selected the name Brothers with a Cause, and has selected officers and developed articles of association and bylaws, a website, logo, banner and flyers. The group meets every other Wednesday and is committed to making a difference in the lives of young males at UVI and in the wider community. The President and the Special Assistant to the President attended all meetings. A similar group has not yet been established on the St. Croix campus, and though the group has not yet organized as formally as Brothers with a Cause, significant progress has been made to date. In the spirit of "One University, Two Campuses," the St. Croix campus group has unanimously agreed to adopt the Brothers with a Cause name, logo, articles of association and bylaws, banner, and flyers although some projects and activities may differ. The President of Brothers with a Cause on the St. Thomas campus will be meeting with the St. Croix campus group to assist with the further development of Brother with a Cause on that campus.

#### *Facilities Assessment*

A key Presidential goal is the completion of a facilities assessment for both campuses, and the identification of possible funding sources to address the noted facilities' needs. Work has begun on this goal and steady progress is being made.

Various members of the Cabinet and other key individuals have engaged in a process of identifying and assessing the needs. The preliminary assessments were presented to various committees of the Board and received positive feedback. Although extensive work was done to develop the facilities needs identified below, the assessment shared with Board committees is still a work in progress. The initial assessment indicates the need for two academic buildings, one on each campus, which would house laboratories, classrooms and faculty offices. Additionally, on St. Croix, the preliminary facilities assessment point to the urgent need for a multipurpose building that would house a gymnasium, Wellness Center, and a Student Activities Center. It is anticipated that this building could be utilized for commencement exercises also. The other critical facility is a 100-bed residence hall on the St. Thomas campus.

Before the final assessment report is presented to the Board, in the spirit of shared governance and transparency, all members of the University community will be afforded the opportunity to provide input to ensure that an expanded and comprehensive perspective on the facilities' needs of the University is obtained and reflected in the development of the revised facilities assessment. A final recommendation will be transmitted to the Board of Trustees regarding facilities' needs across the two campuses.

Although a more complete facilities assessment will be transmitted to the full Board at a later date, the Finance and Budget Committee as well as the Executive Committee have approved moving forward with a financial strategy that will allow for the Administration to begin to make plans in regards to the identified critical facilities' needs on the two campuses. The proposed strategy is a four-prong one, including the

refinancing of existing bonds; an increase in the University's debt service; the launching of a Capital Campaign, and the solicitation of federal funds, possibly through the Department of the Interior.

### **Shared Governance Thrives**

In the President's Report for the October Board of Trustees meeting, information was shared on the implementation of a new budget process which has, at its core, the commitment to applying best practice ideas and principles applicable to budgeting, within an open and transparent process and upholding the tenets of shared governance. A framework within which the new budget process would operate was shared with the University community after input was provided by the Faculty Association, the Staff Council, the Student Government Association on each campus, and the University Senate.

The new budget process worked very well and feedback from members of the University Budget Committee (UBC) indicates that many members are now much more sensitized to the difficult financial decisions that have to be made and the limited resources within which the University now functions. Budget hearings and two town hall meetings were held during which the UBC presented its recommendations to the President and, in a subsequent town hall meeting, the President shared with the University community the final budgetary recommendations that would be presented to the Board. Since many members of the University community could not make the latter town hall meeting, the final budget recommendations were posted on the University's Intranet and on Blackboard for members of the University community to access. The

administration received very positive feedback on the efforts made to ensure that the entire University community had access to the information.

*St. Croix CPAC* – Early in September, in accordance with our goals of ensuring that we are “One University”, the President established the St. Croix Campus Presidential Advisory Council (CPAC) and appointed 14 persons to serve as members of the Council for Academic Year 2009-10. The membership represents a cross-section of the University, to include students, faculty, staff and administrators. The role and function of CPAC is to provide an opportunity for the President to further understand situations and circumstances that are unique to the St. Croix campus and to hold informal conversations that would help to clarify and inform decision making across the University. CPAC will serve as a broad base point of contact where the St. Croix community may collectively explore innovative solutions to meet the specific needs of the campus.

Since its inception, the Council has had regular monthly meetings with the President and as an outgrowth of these meetings, projects have been identified that will be beneficial to the entire University. One such improvement is in the area of increasing efficiency in the processes associated with check printing and vendor payment. Additionally, the Council has recommended a proposal that was approved by the Cabinet that will streamline the processes associated with student employment. The formation of this council has served to provide a mechanism through which members of the St. Croix campus can share ideas, issues, and challenges faced by faculty, staff and students directly with the President on a regular basis. This has

resulted in marked improvements in how the members view themselves and their importance to the overall University.

### **Reaching Out**

*The President in the Community* – The President has been very visible in the community since the last Board of Trustees meeting. This visibility has had multiple prongs and has been facilitated, in part, by the Public Relations unit within Institutional Advancement. Through Institutional Advancement, the President has participated in radio shows on both St. Thomas and St. Croix, has published an article related to the “First Hundred Days” as President, and has twice appeared on Face to Face on WTJX. Additionally, the President has attended and brought greetings and remarks at several churches on St. Thomas and has attended key Rotary activities as well as a V.I. Culture on the Arts event on the island of St. John.

In a different vein, the President has also received and has been able to accept several invitations to serve as keynote speaker for various events, including the Legal Services of the Virgin Islands 40<sup>th</sup> Anniversary Luncheon on St. Croix; the Virgin Islands' Chapter of the American Counseling Association Conference on St. Croix; and the Federal District Judges and the State Supreme Court Chief Justices Conferences on St. Thomas. The President has also been tapped by student groups internal and external to the University, including the Student Government Association on the St. Croix campus and the National Honor Society at the St. Croix Country Day School.

*The Community at UVI* – The President's invitation to serve as the keynote speaker at the National Honor Society induction ceremony at the St. Croix Country Day School was an outgrowth of the community at UVI. The Campus Executive

Administrator Component, in collaboration with the Office of Access and Enrollment Services invited the seniors from Country Day to visit the St. Croix campus and provided the students with information to encourage them to consider UVI as one of their choices for continuing their education, after high school. Additionally, through the President's appearance on Face to Face, two fourth grade classes from the Leonard Dober Elementary School spent approximately five hours at UVI touring the St. Thomas campus and hearing from the President and other key administrators. The University received very positive publicity from that visit, as Athneil "Addie" Ottley, the host of Face to Face, President of Ottley Communications Corporation, and sponsor of one of the 4<sup>th</sup> grade classes, praised UVI for the positive reception the students received during their visit.

*Cultivation of Donors and Potential Donors* – The cultivation of donors and potential donors is a priority for the University and significant effort went into this thrust during the reporting period. With the assistance and support of personnel in Institutional Advancement, various activities were organized to include Sea Side Chats on St. Croix and St. Thomas, a Reichhold Donor Reception, and a reception for donors to the University's Annual Fund. These outreach activities will continue throughout the year. Donors and potential donors provided very positive feedback on the activities and were encouraged with the University's efforts to reach out to UVI donors as well as those interested in becoming major donors. Additionally, efforts are under way to establish a partnership between the University and members of the resort/hospitality industry. This initiative is being coordinated jointly between the Office of the President and the Division of Business. Initial communication has occurred, to include a meeting where leaders in

the resort/hospitality industry on St. Thomas met with President Hall, the Interim Dean of the Business Division and faculty from that Division. An approach moving forward was discussed and agreed upon by the University and the resort/hospitality industry partners.

*Our Alumni – a Critical Link to Our Path to Greatness* – As a critical part of the UVI family, the cultivation of alumni is essential to the University's continued viability and growth. As such, strategies have been developed to strengthen ties between alumna and alumni associations across the Caribbean and beyond with their alma mater. To that end, Alumni Meet and Greets have been hosted by Institutional Advancement in collaboration with the UVI Alumni Association, St. Croix and St. Thomas Chapters. President Hall shared with alumni the critical role they play in the transformation of UVI into a great institution and responded to a wide range of questions alumni posed. Both events lasted well over two hours. Additionally, a UVI alumni reunion was hosted for alumni on the island of St. Thomas and President Hall and key UVI personnel in Institutional Advancement and Access and Enrollment Services travelled to St. Martin to visit with the St. Martin Chapter of the UVI Alumni Association. A proactive approach to cultivating alumni is in place.

### **Staying the Course**

*Enrolled Students Initiative and spring 2010 Enrollment* – In the last President's Report to the Board, the Enrolled Students Initiative was shared as an initiative implemented in response to concerns from Board members relative to the Administration's implementation of the Board's definition of an "enrolled student". Significant progress has been made with respect to this initiative and the Enrolled

Student Work Group was able to implement strategies which resulted in a substantial reduction of the number of students who were “purged” from the system in spring 2010.

This was achieved through a true team effort. One day after classes officially started, Tuesday, January 12, 2010, Information and Technology Services (ITS) posted a notice on all digital signs across both campuses reminding students to see the cashier about acceptance of charges and payment of tuition and fees and noting that internet access would be suspended by a time certain if charges were not addressed. Towards the end of January, the Vice Provost for Access and Enrollment sent correspondence to all students who had not yet accepted their charges or paid their tuition and fees that their enrollment would be in jeopardy if the outstanding balances were not addressed. Additionally, the Provost sent correspondence to faculty urging them to announce to their students that those who did not take care of their account balances would be in jeopardy of being dropped from their classes. As in the fall, a letter from the President went to all students who were flagged as not having paid or made arrangements to pay the balance on their accounts.

These combined efforts resulted in approximately 75 students being purged from the system, significantly fewer than in the fall 2009 semester. The combined efforts of the members of the Enrolled Student Work Group also contributed to the record enrollment for spring 2010, the highest spring enrollment in over a decade, and an enrollment higher than that of fall 2009. All enrolled students for spring 2010 meet the Board’s definition of an enrolled student.

*Key Searches* - In the last President’s Report to the Board, it was reported that four search committees had been formed and a fifth would be formed before the end of

the calendar year (2009). As an update, the four initial search committees are on track with respect to progress, with two of the four – the Search Committee for the Vice President for Institutional Advance and the Search Committee for the Internal Auditor completing initial interviews and being close to submitting “short lists” to the President for further consideration. The Search Committee for the Director of Human Resources has scheduled interviews and it is anticipated that a short list of candidates will be shared with the President within the next week or two. The Search Committee for the Campus Executive Administrators continues to meet and is expected to begin initial interviews of candidates in March, as will the Search Committee for the Provost, which was given its charge in November 2009. Since the last President’s Report, two other significant search committees were formed and given charges by the President – namely, the Search Committee for the Dean of Education and the Search Committee for the Dean of Business. The Search Committee for the Dean of Business has conducted initial interviews and it is anticipated that a short list of candidates will be provided to the President late in March.

To ensure that strong candidates apply for the various positions, the services of Isaacson, Miller (IM) were engaged in December 2009. Because of fiscal constraints, the firm will provide selected services, rather than the full range of services normally provided by search firms. Based on input from IM, several additional candidates were added to the pool for at least three of the searches.

*VISION 2012: 2009-2010 Measures of Accomplishment* - As part of the ongoing implementation of VISION 2012, the Board of Trustees requested that the University develop new Measures of Accomplishment for the period 2009 – 2012, identify those

items that should be deferred or amended, and recommend those that should be removed from the plan. Over a period of sixteen months the University engaged in a comprehensive series of activities that led to the development of the new measures and the recommendation of others for deferment or removal.

The process included the submission of new Measures of Accomplishment as identified by components. These were reviewed by a cross-section of constituency representatives on Planning Day, submitted to the shared governance process at the University, and further refined by Cabinet and the Strategic Planning Committee. Some Measures of Accomplishment for this time span are already part of the original VISION 2012 and others have been developed by the various components of the University as priority areas for further enhancement as the University moves closer to celebrating its 50<sup>th</sup> Anniversary in 2012.

The VISION 2012 2009-2012 Measures of Accomplishment were discussed and approved by the Planning Committee of the Board at a meeting on Friday February 19, 2010 and will be presented to the full Board for consideration and action on March 13, 2010. The University is fully committed to these measures and will use its best efforts to ensuring that these Measures of Accomplishment are achieved within the stated time periods.

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

In presenting major accomplishments for the reporting period within 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 parentheses at the end of the accomplishment statement. Although this is the first time in which Components were asked to report accomplishments within the framework of the Seven Management Values, the information presented in this part of the report demonstrate that the values have been embraced and that progress is being made in institutionalizing them.

### **Management Value I: High Performance Institution with a Focus on Quality**

At the core of this management value is the recognition that time and quality are our greatest assets. To that end, 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.

With respect to a general focus on high performance and quality, the following was achieved during the reporting period:

- The Associate of Science in Nursing Program underwent a NLNAC re-accreditation review October 20-22, 2009 and was recommended for full accreditation for the next eight years by the NLNAC Evaluation Review Panel. The Bachelor of Science in Nursing Program is undergoing the Self-study process and will have a re-accreditation site visit in spring 2011. **[1.B]**
- Community Engagement and Lifelong Learning (CELL) applied for the reaffirmation of accreditation by the International Association of Continuing Education and Training (IACET) and received approval. The unit's accreditation was reaffirmed for five years. **[1.B]**
- The Virgin Islands Experimental Program to Stimulate Cooperative Research (VI-EPSCoR) enabled the Center for Marine and Environmental Studies (CMES) to recruit the third cohort of the Master of Marine and Environmental Science (MMES) Program students in August 2009. New faculty have been hired and a Visiting Scholar Program has been initiated.
- The Business Division initiated a proposal to change its label from "Division" to "School" to bring it in line with best naming practices among peer institutions and the vast majority of universities accredited by the Association of Collegiate Business Schools and Programs (ACBSP). The proposal was subsequently expanded to include a change in label for all other Divisions to "School" and "College," as appropriate. Although the proposal has yet to be approved by the Board, it is consistent with Management Value 1 and with VISION 2012 1A.4 which states that UVI intends to establish a professional school of business. **[1.A.4]**

➤ The Business Division established a Scholarship Development Committee co-chaired by two senior and practicing researchers with the charge of promoting more scholarship, research and publication among the division's faculty. In the fall semester, the committee held several meetings and proposed to host a conference by spring 2011 and shortly thereafter to launch a refereed journal. Faculty are involved in research efforts along the lines of the teacher/ scholar model. Although still in the planning stages, the Scholarship Development Committee has clearly defined plans that are a necessary prerequisite for growth and development.

[1.F.3]

- In its ongoing pursuit of accreditation, the Division established several relevant committees to implement various aspects of the process. These activities culminated in a successful Retreat held at Palms' Court Harbor View to adopt several of the work products from the working committees. The Retreat brought together students, full time, adjunct, part time faculty for discussions and thoughtful deliberation about the self-study year that begins in spring 2010. [1.B.2]
- The Business Division successfully recruited one full time and one adjunct PhD credentialed faculty in accounting. Both of these professionals are great additions who assisted the division in meeting the prescriptive standards of doctoral qualified faculty necessary for accreditation by ACBSP.
- The Business Division has begun to demonstrate its commitment to scholarship development and facilitation by supporting conference attendance and participation among its faculty. In January the three chairpersons from the division registered to attend the Kansas University National Conference of Department

Chairs. In January, another faculty participated as a panelist at the 2010 *International Accounting Mid-Year Conference*.

- In October 2009, a faculty member (L. Hudspeth) in the Business Division published a book *The Power of a Learning Culture*, Lambert Academic Publishing AG & Co, Saarbrucken, Germany. 2009. [1.F.3]
- The Public Relations Office coordinated a University wide photography shoot, utilizing more than 50 UVI students and members of the faculty as models. Classes, campus scenes and surrounding environments are featured in more than 1,000 images that were recorded for use in official University publications, on the UVI website, as well as in advertisements, enrollment brochures and fundraising materials.

With respect to reducing the turnaround time to complete normal institutional operations and requests when delivering programs or services, the following was achieved during the reporting period:

- Information Technology Services (ITS) staff position relocated to St. Croix to increase the number of IT Specialist positions available for frontline technology support.
- The Satisfactory Academic Progress (SAP) module in Banner was implemented. This module *automates the process* by which a graduate student's academic progress is monitored and calculated.
- Student identification card production has been moved from the UVI St. Thomas Library to Housing and Access and Enrollment Services. This allows students to get cards at the time they register and pay, without having to move between the

Administration and Conference Center and the Library. Students can now use one card for ID, meal, computer lab and library purposes.

- The Office of the Campus Executive Administrator on the St. Croix campus collaborated with the Counseling and Placement Offices on both campuses, as well as with Financial Aid in reviewing and streamlining the Student Record of Appointment process. Recommendations for shortening the hiring process were presented at the St. Croix Campus Presidential Advisory Council, at the Process Mapping Committee and subsequently approved by Cabinet.

With respect to creating systems to identify areas of potential or existing vulnerabilities and to develop strategies to address the vulnerabilities, the following was achieved during the reporting period:

- Internet service capacity on both islands has been upgraded and a data tunnel configured to provide back-up for the videoconferencing systems in the event that the existing microwave link fails prior to the May 11, 2010 replacement.
- ITS has completed the implementation of a backup DNS and mail bagging system. This system will allow all UVI resources to be available in the event of a failure on campus. The mail bagging will actually hold UVI bound email for up to five days if a failure should occur.
- The ethnicity data for all students and employees was updated in the Banner system. UVI can now fulfill the new Federal reporting requirement regarding the ethnicity of individuals.
- A Request for Proposals for internet service on St. Thomas was prepared and released. Five proposals were received. ITS is currently working with the

Research and Technology Park on selecting a vendor. Additionally, the equipment for the replacement of the microwave has been ordered.

- The St. Croix and St. Thomas campuses collaborated on the purchase and installation of outdoor emergency broadcast systems to alert students, faculty and staff in the event of emergency situations. The emergency sound commanders were mounted on 40-ft concrete poles, centrally located on each campus, west of the North West Wing Annex on St. Croix Campus and near Quarters B on St. Thomas campus, in order to provide emergency alarm tones and voice messages covering each campus.
- On the St. Croix campus, security measures were upgraded with the installation of four surveillance cameras near campus parking lots to increase security measures. Critical features of the surveillance cameras include 24/7 recording and tilt and zoom of approximately a 360° view of the campus perimeter. The cameras are monitored centrally from the security office.

#### **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, the service principle applies to how Components, Divisions and Department interacts with and respond to request from each other. To that end, during the reporting period, the University sought to improve the way in which programs and services were delivered by: developing processes, to include training, that result in the substantial reduction of customer complaints; developing processes to enhance customer satisfaction with programs, services and

products; and developing processes that send a substantial message to customers that they are special.

With respect to developing processes, to include training, that result in the substantial reduction of customer complaints, the following was achieved during the reporting period:

- The Accounting and Purchasing offices launched a new process of accepting scanned documents for payments, particularly to reduce the processing time for documents from the St. Croix campus. The anticipated outcome is that the time to process requisitions, purchase orders and checks will be reduced significantly. Training will be held on both campuses to familiarize staff with the new procedures.
- The Accounting Department completed and mailed all W-2, 1099 and 1098 tax statements prior to the deadline for the 2009 tax year as a means of improving operational results. The number of requests for replacement tax documents has been reduced since employees and students were given access to view and print their tax information online via BanWeb. Training will be held on both campuses to familiarize staff with the new procedures.
- The Virgin Islands Small Business Development Center (VI SBDC) staff participated in a number of professional development trainings. These trainings were strategically identified to help support superior performance and cross-functional activities within the organization. Trainings included the Five Dysfunctions of a Team, which offered team building strategies, and NxLevel

Instructor Certification Training, which teaches how to strengthen small businesses and promote economic development within the community. [2.E.]

With respect to developing processes to enhance customer satisfaction with programs, services and products, the following was achieved during the reporting period:

- The Division of Business, at its November 2009 retreat, adopted ten principles to guide its interactions with persons internal and external to the institution. Some of the ten principles included attitudes towards service. The ten principles spell out the acrostic "Perfection" because that is the ultimate goal of the division. In all aspects of service (to students, faculty, staff, other constituents including the Business Administration Division and the University), all members of the division will strive to:
  - Promote the financial viability of the Division and the University.
  - Enhance the reputation of the Business Administration Division and the University.
  - Respond to everyone in a timely manner.
  - Foster the attainment of quality and excellence.
  - Exemplify and inculcate emotional and spiritual well-being.
  - Conduct all activities with professionalism and integrity.
  - Treat everyone with respect and dignity.
  - Induce and model the highest standards of accountability.
  - Obtain the best interests of students, faculty, staff, and other constituents.
  - Nourish and expect only the highest ethical standards. [2.B]
- A "User Needs Assessment" for VI-EPSCoR GIS Data Repository from UVI's Information Technology Services (ITS) contractor, CIPA, was received. It will allow UVI-ITS and EPSCoR to move forward with the establishment and operation of their proposed GIS Data Repository system within UVI's network and computer environment.

- A faculty member was appointed Director of the Center for Excellence in Teaching and Learning (CETL). The Director is expected to bring faculty leadership and guidance to the Center and be responsive to faculty issues and concerns vis-à-vis the CETL so as to improve their delivery of instruction with the use of technology.
- The Office of the Chief Information Officer (CIO) has implemented TWITTER to keep interested stakeholders up to date on technology and library events. Users can follow UVICIO and receive up to the minute information on their email or their cell phones.
- The FY2009 ITS Annual Report "Improvement, Achievement & Success" was published on December 6<sup>th</sup>. It is available online at [http://www.uvi.edu/sites/uvi/Publications/2009\\_Annual\\_Report\\_12-6-09\\_FINAL\\_compressed.pdf](http://www.uvi.edu/sites/uvi/Publications/2009_Annual_Report_12-6-09_FINAL_compressed.pdf).
- The Office of the Associate Campus Administrator on the St. Croix campus implemented a standardized evaluative process aimed at systematically evaluating new student perceptions of the orientation and registration process during their first week at the institution. The process regularly provides indicators which measure customer satisfaction.
- A Hispanic Heritage Month Open House was held on October 8, 2009 at the North West Wing Great Hall on the St. Croix campus. The academic divisions and twelve other University departments each had stations to display information and answer participants' questions regarding the services provided by their units. Approximately 120 participants attended the activity that culminated with a Hispanic dance by the UVI dance squad on St. Croix.

- The Physical Plant department on the St. Croix campus launched the xmWeb Work Order system for University departments to submit work orders. This web module integrates with the MicroMain Facilities Management software used in Physical Plant. It will facilitate obtaining complete and standardized work order requests for critical response by the department.
- In September 2009, in observance of national Campus Safety month., the Security Department on the St. Thomas campus participated in several safety related activities to include collaborating with Student Housing to conduct a two-day RAVE alert sign up campaign on September 28<sup>th</sup> and 29th. Approximately 140 students signed up for the emergency communications alert system during the RAVE campaign held in the Dining Pavilion and the Sports and Fitness Center. To reinforce the concept that safety is a campus wide responsibility, approximately 200 t-shirts were distributed to students who signed up for RAVE. The t-shirts promoted the message “Celebrating Safety Everyday” and the RAVE and ICE acronyms. ICE is an acronym for “In Case of Emergency” which encourages individuals to identify important contact numbers on their cell phones that first responders can contact in the event of an emergency. The message on the back of the t-shirt read “Safety is Everyone’s Business”. **[2.B]**

With respect to developing processes that send a substantial message to customers that they are special, the following was achieved during the reporting period:

- Extensive training and mentoring opportunities were provided to students to include:
  - During the Fall, 2009 and Spring, 2010 semesters, UVI students and faculty traveled to Canada as part of their participation in the Undergraduate

Capstone Open Source Projects (UCOSP) initiative, along with students from Michigan State University, Minnesota State University, Simon Fraser University, the University of British Columbia, the University of Toronto, and the University of Waterloo UCOSP provides undergraduate students the opportunity to learn first-hand what distributed software development is like. Students are assigned to a development team comprising students from two or three schools and use a mix of agile and open source processes under the supervision of a faculty or industry lead. The UVI students have contributed to the integration of geospatial information into the Ingres database management system, the development and testing of the Thunderbird email client, and the development and testing of the Pony-Build automated build and test tools. [1.A.5]

- During the fall 2009 semester five scholars from UVI's Emerging Caribbean Scientists (ECS) program won awards at three different national conferences. Through different UVI programs, students are provided with scholarships and financial support for research and study in science and mathematics. All student scholars are mentored by faculty in the Division of Science and Mathematics. [1.A.5]
- Workshops were held on Introduction to Microsoft Word, September 17 and 23, 2009, Introduction to Microsoft Excel, October 13 and 21, 2009, and Introduction to Microsoft PowerPoint, on October 28, 2009.
- On September 1, 2009, eighteen students attended the "ABC'S Parliamentary Procedures", a training targeted to assist student clubs and organizations leaders to better understand parliamentary procedures, the most effective way to conduct scheduled meetings, understanding general meeting etiquettes, and the importance of preparing and keeping meeting minutes.
- The Offices of the CEA on both campuses assisted in underwriting student participation in the 41<sup>st</sup> National Conference on Student Leadership (NCSL) held in Washington D.C from November 24-29, 2009. The conference was attended by seven (7) members of the 2009-2010 Student Government Association (SGA) from both campuses. The students who attended became

- certified student leaders. The students were accompanied by the Student Activities Supervisors from both campuses. [1.A.5]
- Twenty-four UVI students from the St. Croix campus attended a Student Leadership and Development Winter Retreat held on January 6, 2010 at the Hibiscus Hotel Resort on St. Croix. Conflict Resolution, Understanding your Leadership Style, Speak with Passion, Lead with Style and a panel discussion "I am a certified student leader, where do I go from here?" were topics addressed. A consultant facilitated the training "Speak with Passion, Lead with Style".
  - Through the Associate Campus Administrator on the St. Thomas campus, nine (9) new students were recruited and trained as Student Peer Educators (SPEs), and 450 students received the peer intervention training in their freshmen development seminars, Personal Life Skill classes and the residence halls. A total of twenty seven (27) students now serve as SPEs, and continue to educate their peers and promote prevention in paradise on both campuses. The training was supported with funds from a continuation grant from the U.S. Department of Health and Human Services. [1.A.5]
  - The Agricultural Experimental Station (AES) has mentored four UVI students under a USDA grant entitled "Developing Residential Instruction in Food and Agricultural Related Sciences at Land Grant Institutions in the Pacific and Caribbean Islands". Three of the students worked on research projects in the Biotechnology and Agro-forestry Program and another is conducting research in the Animal Science Program. [1.F]
  - Eighteen UVI Students and three staff members participated in the Thurgood Marshall Leadership Institute in October. The focus of the institute was on building of students' self-esteem and confidence, development of soft skills and providing network opportunities with Fortune 500s as well as governmental agencies and institutions offering advanced degrees.
- In September 2009, the Business Division established a unit called Student Advisement Retention and Success (SARS). The unit was led by two faculty

members and students from the various clubs and associations in the Division. The purpose of the unit is to identify and work with those students who are at risk of dropping out due to academic difficulties in courses or other personal problems. Underachieving students as well as those on academic probation or suspension received targeted assistance. Remediation plans were developed that included advisement, peer tutoring or intervention with the Registrar and Enrollment Management. In the fall semester, the team met with students during the week and on weekends and tutored over 60 students and met with over twenty students who were on probation. This initiative is ongoing this semester. [1 D.1; 1.D.3]

- In recognition of National Careers in Student Affairs Month, in October, the CEA Component on the St. Croix campus held multiple open houses encouraging faculty, staff and students to learn more about the services provided by the Component. The month of activities culminated with a panel discussion of former UVI Student Affairs supervisors discussing the growth of the unit on campus. Speakers included the Interim Dean of Education, Board of Trustees member Juanita Woods, and a former senator. [2.C]
- In observance of Career in Student Affairs Month (October), the Division of Student Affairs on the St. Thomas campus organized a panel discussion with current and past student affairs professionals. The keynote speaker was Dr. Karen Pennington Vice President for Student Affairs at Montclair State University and former President of the National Association for Student Affairs Professionals (NASAP). Also on the panel were former UVI student affairs professionals including the Interim Dean of Education, that Assistant Athletic Director and the Vice Provost for

Access and Enrollment Services. Students in attendance expressed appreciation for the exposure to various careers in student affairs and suggested that the division organize additional activities of a similar nature. **[1.A.5]**

- During the reporting period, the Office of Student Housing on the St. Thomas campus implemented several improvement initiatives in dining services some of which came grew out of the 2009 dining services survey which was presented to the SGA. Three "Chef's Sunday" activities were held. Students were treated with meals from guest chefs from various hotels and restaurants in the community. Additionally, the Office partnered with the Campus Executive Administrator office to design and implement a meal plan primarily designed to provide food services to the commuter student population. In January, three televisions (32 inch) were installed in the Dining Pavilion to provide cable services for students. **[2.B]**
- A panel discussion entitled "The Role of Men in Society Today" was held on November 12, 2009 at the North West Wing Great Hall on St. Croix Campus. This activity was organized by a male, accounting freshman. The offices of the CEA and Student Activities were co-sponsors. Approximately 100 participants, male and female students from the local high schools, attended the panel discussion. The panelists included a guest speaker from the Department of Health speaking on "Safe Sex Practices", and Senators from the 28<sup>th</sup> Legislature addressing the "Role of Men in Society Today". The keynote speech was delivered by a male faculty addressing the "Importance of a College Education". President Hall provided opening remarks and also participated in the question and answer period.

- The Division of Science and Mathematics hosted 100 students from St. Thomas high schools, and introduced them to the many majors and special programs in the division, and the application and financial process for the University. **[4.A]**
- Math Boosters conducted a mathematics activities workshop for over 20 students from the Ricardo Richards Elementary School. Boosters also encouraged them to do their best and gave them a brief overview of what it is like to be a college student. **[4.A.]**
- A group of three mathematics students (MAT 143) presented their group term project to high school students in a recruitment effort held fall semester 2009. **[4.A]**
- The College Business Residency Program administered through the Business Division brings High School sophomore, juniors and seniors to the University every summer to expose them to business-related subjects and the college environment. The program maintains contact with each cohort throughout the year until the new cohort starts in June of the following year. In fall 2009, the group returned to campus to meet with the Director and attend a lecture on professionalism by a business professional from the community. In this way the Division is maintaining and contributing to the development of the University-K12 relationships. It is also a community engagement activity as the business professionals from the community work with us in shaping the values of these students. **[4.A; 4.B]**
- The Student Activities office has oversight responsibility for student organizations and activities. During the reporting period, the office coordinated various student activities and organization events to include:

- Conducted a series of orientation workshops and trainings in September for organization leaders to assist in preparing them for leadership roles and running successful organizations. **[1.A.5]**
  - Coordinated a Voter's Registration drive with V.I. Elections Board. (Two (2) registered to vote as compared to 32 in 2008. The lack of interest was attributed to 2009 not being an election year.
  - Held an Advisors Luncheon on October 22<sup>nd</sup> to orient advisors on organizations procedures, to review approval documents in the Student Activities handbook and to ensure that they can utilize the Student Activities web site. **[1.F]**
- “Fall Fest 09”, a campus wide experience on the St. Thomas campus, introduced over 300 students to a broad array of on-campus and community resources. The program was jointly coordinated by Health Services, Counseling and Placement and the Student Activities to incorporate their annual Health Fair, Career/Job Fair, and Student Activities Fair. Academic Divisions also participated in the Fall Fest. It was designed to help students “put the pieces together!” Drawing on the strengths and resources of the committed members of the UVI community (faculty, staff and administration) and local community partners, it provided an opportunity to demonstrate that UVI has viable educational programs, on and off-campus resources to foster the holistic development of students (cognitively, socially and physically,) and linkages with vested community partners that lead to challenging and rewarding futures. **[1.A.5]**

- Institutional Advancement coordinated several alumni events to communicate to alumni their importance to UVI. Specific events were:
- October 2009: The UVI Alumni Association – St. Croix Chapter and the Office of Annual Giving and Alumni Affairs hosted the President's Meet and Greet. Over123 alumni participated. **[2.F.1; 2.F.2]**
  - November 2009: UVI hosted an alumni reunion in which STT/STJ alumni networked with President David Hall, the Office of Institutional Advancement, trustees, faculty, staff and students. **[2.F.1; 2.F.2]**
  - November 2009: The President, the Director of Annual Giving and Alumni Affairs and the Vice Provost of Access and Enrolment participated in an alumni chapter visit to the island of St. Maarten in conjunction with "College Basketball Comes to St. Maarten" which included a "Why UVI?" presentation to students at the St. Martin University, a student recruitment drive, and an alumni chapter meet and greet hosted by the St. Martin Alumni Chapter President..
  - November 2009: The St. Thomas-St. John Alumni Chapter and the Office of Annual Giving and Alumni Affairs collaborated in annual donations of toiletries and dry goods to the Queen Louise Home for the Elderly on St. Thomas. The visit included performances by the renowned Mungo Niles Heritage Dancers.
- Reichhold Center for the Arts has coordinated and hosted residencies and master classes as added value to the following performances: COBU, Ballet Hispanico, and Soweto Gospel Choir. The workshops allowed approximately 1,300 students from various schools to experience diverse performances and engage in personal interactions with artists who perform around the world. The workshops were entertaining and educational. **[4.B]**

- The Virgin Islands Small Business Development Center served the community of the Virgin Islands through counseling, seminars, business plan preparation, financial projections and loan packaging. Activities included counseling of 66 new clients, and 11 long term clients. From these counseling sessions, 6 loans were approved in the amount of \$225,000.
- The SBDC participated in a Veterans outreach welcome home event, World Food Day, and the St. Thomas-St. John Agriculture and Food Fair where information on services were disseminated on business start-up, business planning information, and the Patriot Express Loan program, “green” topics and business oriented projects, “Starting a Business in the VI”, and “Writing a Business Plan”.
- Watermelons that were harvested during the holiday break by the Horticulture Program were donated to the Herbert Grigg Home, My Brother’s Table and the Queen Louise Home. Bags of sorrel were also donated to these charities during the holiday break. These are institutions that feed the least fortunate of the community. **[4.B]**
- The Cooperative Extension Service hosted 2009 World Food Day activities on St. Croix. The outreach effort brought much attention to the plight of the less-fortunate (victims of the Philippines flood); workshops on the preparation of local foods were also presented to hundreds of community individuals. **[4.B]**

### **Management Value III: Uncompromised Integrity**

At the core of this management value is the aspiration that our individual and collective integrity are never compromised. To that end, 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.

With respect to providing ethical training to personnel, the following was achieved during the reporting period:

- The Institutional Advancement Component participated in a retreat on January 21, 2010 during which focus was placed on ethics in the workplace. The guest presenter was a senior staff member in the Inspector General's Office.
- The Health Services Center staff reviewed the Health Insurance Portability and Accountability Act (HIPPA) with Student Workers, Volunteers, and the Administrative Assistant to ensure patient confidentiality is protected.

#### **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. To that end, during the reporting period, 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.

With respect to creating systems for including more information and feedback from key individuals in decision-making processes, the following was achieved during the reporting period:

- In fall 2009, the Division of Business adopted a process for strategic planning that included periodic collection of data through surveying students, alumni and the employers of our graduates. To this end, the division developed and adopted three questionnaires targeted toward these constituents and subscribed to FormDesk, a collection and analysis software that will provide instant feedback reports once the constituents complete the questionnaires. The first set of questionnaires to be administered in spring 2010 has been uploaded to FormDesk. The Division will use the information gathered to shape the curriculum and provide quality service to constituents. **[2.C]**
- A Student Technology Fee Committee has been established to determine the best ways to invest the student technology fee monies. This group has met several times and is considering several requests from students and faculty. Their decision will be shared with the University by the end of March.

#### **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. To that end, 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.

With respect to a general focus on demonstrating care in the management and growth of resources, the following were achieved during the reporting period:

- **Sea Side Chat St. Thomas:** On January 26, 2010 the Institutional Advancement Office held a Sea Side Chat for major donor prospects with Dr. Hall at the Presidential Guest House. Purpose: To provide an intimate setting with a targeted audience to discuss and solicit their contribution and support of university initiatives and programs. **[3.C]**
- **Bennie and Martha Benjamin Foundation Visit:** Representatives from the Bennie and Martha Benjamin Foundation visited the Territory during the week of December 7-11, 2009. Dr. Hall met with Foundation members to learn more about the mission of the organization and to explore ways of the University can further strengthen this partnership. **[3.C]**
- **Reichhold Donor Reception:** The Reichhold Center for the Arts and the Office of Institutional Advancement partnered to host a reception for all major donors following the Michael McDonald Concert on Saturday, October 17, 2009. Purpose: Formal introduction of Dr. Hall, donor cultivation and stewardship. **[3.C.4]**

With respect to identifying expenditures that could be reduced without compromising the overall quality of operations, the following progress was made during the reporting period:

- One ITS goal this year was to re-evaluate cell phone costs in order to improve pricing. ITS has been able to renegotiate AT&T cell phone pricing from \$2,583 per

month to \$1,488 per month, a 42% savings. This will save the institution \$ 13,128 annually.

With respect to identifying entities or operations that have the potential for increasing profits or becoming profitable and developing strategies to achieve such profitability, the following progress was made during the reporting period:

- The Research and Public Service units received the following awards:- CMES: \$1.25 million dollars for the Salt River Bay Marine Research and Education Center from the Office of Insular Affairs and a \$160,000 for two years to do water quality work; AES Biotechnology and Agro-forestry Program obtained a one year grant of \$25,000 from Ventria Bioscience to study rice planting density and production and a grant for \$30,000 from the VI Department of Agriculture to study year-round production of sorrel. **[3.A; 3.D]**
- In September, the Business Division extended its MBA program to St. Kitts-Nevis with the enrollment of four students. Through a dedicated video-conference facility on the Clarence Fitzroy Bryant College campus, the St. Kitts students connected to the same classrooms as their peers on St. Thomas and St. Croix. An additional student joined the original four students when classes started in spring 2010. The St. Kitts students increase tuition revenues without significant increase in costs. **[3.A.2]**
- The Preferred Users Program (formerly the community borrowers program) is being implemented. This program will generate revenue from community use of the library resources to support the growing investment in online materials.
- CELL received gross revenues of \$178,266 over the reporting period **[3.A.3]**

- In the fall semester 2009, the Business Division revisited the Report from a team of External Reviewers who recommended revival and reform of the Hotel and Restaurant management Program into a bachelor's degree in Resort and Restaurant Management. The Business Division has developed a draft proposal for administrative approval on how and when the bachelor's program should be implemented. When implemented, using the model envisaged, the program will generate more tuition and other revenues.
- The Reichhold Center for the Arts (RCA) worked to increase profitability during the reporting period through the following:
  - RCA acquired a new Presenting Sponsor for the current season. The Virgin Islands Waste Management Authority has partnered with the Center to provide financial assistance for the second half of the season. **[3.C.4; 4.B]**
  - RCA collected \$78,349 in gifts from individual donors and corporate support during the first quarter of FY2010. **[3.C.4]**
  - RCA secured a \$7,000 grant through the VI Council on the Arts – American Recovery and Reinvestment Act. **[3.B]**
- The Student Housing Department on the St. Thomas campus provided housing services to the 45 member Dartmouth Swim team during the Christmas recess. This activity generated a total of \$8,000.00 in new revenues for both the Housing and Dining Service departments in an effort to improve the sustainability of these auxiliary units. **[3.A]**
- The Associate Campus Administrator's (ACA) office on the St. Thomas campus received a continuation grant in the amount of \$100,000 from the U.S.

Department of Health and Human Services, Substance Abuse and Mental Health Service Administration, Center for Substance Abuse Prevention. This represents an increase of \$15,000 from the previous grant year. **[1.A.5; 3.D]**

- Through its demonstrated ability to complete technical research projects, the Eastern Caribbean Center (ECC) during the reporting period positioned itself to seize opportunities to carry out such work, specifically:
  - ECC entered into a contract with the Virgin Islands Department of Education's Special Nutrition Programs to conduct a Socio-Economic Survey. The survey aims to determine the percentage of children eligible for free, reduced-price and paid meals. The results of this survey will be used to determine the final payment factors to the VIDEOE from the Federal Government for School Years 2009, 2010, and 2011. The total compensation for this project is \$68,476. **[4.B]**
  - UVI, through the Eastern Caribbean Center, was designated by the Governor to serve as the lead agency for the 2010 Census activities. The Local Census Offices have been opened on St. Thomas and St. Croix. Operations are progressing towards the Census Day. At the moment, approximately 50 individuals have been hired in the various positions by the 2010 Census Office. Another 500-600 people are expected to be hired in the coming months as enumerators. The total federal funds received for this initiative is approximately \$11.1 million. **[4.D]**
- Accounts were set up for the 2010 Census-St. Thomas and St. Croix, funded by the U.S. Department of Commerce, totaling \$11,155,047. In conjunction with the

Census 2010 accounts, registration for Central Contracting Reporting (CCR) was renewed; additional Dunn & Bradstreet (DUNS) numbers were issued and bank accounts created.

### **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, during the reporting period, 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.

With respect to developing comprehensive methods for evaluating personnel, the following progress was made during the reporting period:

- Performance objectives for FY2010 have been established for all ITS staff members according to the guidelines established in the ITS succession plan "Opportunities and Strategies to Sustain the ITS Organization".

With respect to conducting performance assessments of all personnel, the following progress was made during the reporting period:

- On the faculty level, the Business Division established its Retention Promotion and Tenure (RPT) committee under the guidelines set by the Faculty Policy Manual

consisting of four tenured full and Associate professors. All of the faculty who were not full professors were evaluated and given ratings of their performance over the past year along the dimensions of Teaching Performance and Effectiveness; professional Competence and Achievement; Contributions to the Business Division and the University; and Community Service. All were assessed for potential for continued productivity and given an overall rating. At the end of the process, all faculty had a post evaluation meeting with the Dean, the Chair of the RPT and the Academic Supervisor before leaving for Christmas break.

With respect to developing processes for evaluating units and programs, the following progress was made during the reporting period:

- FY2010 assessment plans for each ITS unit were developed and submitted to the Office of the President. Assessment Reports for FY2009 were also submitted.
- The Business Division adopted an Assessment plan aimed at assessing the performance of students nearing the completion of their degree on Educational Testing Service's Major Field Tests (MFT). The MFT is a standardized exam on the business core courses like accounting, management, marketing, finance etc. Twenty-five seniors took the voluntary examination in November 2009. Three of the students placed from the 85<sup>th</sup> to the 95<sup>th</sup> percentile. The average across the students was approximately the 37<sup>th</sup> percentile. We have already identified the reason for this less than average performance and think that when we administer the MFT again in spring, the performance will improve.
- In addition to the Major Fields Test, the Business seniors in the capstone course Bus 436 participated in the Business Simulation Game (BSG) in which over 12,000

students from over 400 national and international universities participate. The game is highly complex covering hundreds of variables and is a hands-on exercise in strategic thinking in a business environment. Participating for the first time, three groups of UVI students placed in the top 100 performers.

- The Department of Mathematical Sciences, within the Division of Science and Mathematics, as part of their program review, received the recommendations from consultants. The department is working on implementing recommendations that came out of that review. **[1.A.1]**
- In September, the Upward Bound Program conducted a post survey of the 2008-2009 senior class which consisted of 15 students. The survey revealed that 100% of the class is pursuing post secondary education including (3) who are enrolled at UVI.

### **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. To that end, 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.

With respect to developing systematic processes that allow administrative personnel to be more sensitive to emotional and spiritual needs of personnel, the following progress was made during the reporting period:

- On December 17, 2009, a retreat was held for all of the ITS staff. This annual retreat alternates between St. Thomas and St. Croix. This year's activities served to remind the staff of the important role that they play in the organization and that their time and commitment is very much appreciated.
- The Office of the Associate Campus Administrator for Student Affairs on the St. Croix campus held an end of the year staff retreat for members of the unit. Each staff presented on their strengths and personal interests in an effort to encourage staff cohesion and collaboration.
- Through the Office of the CEA on the St. Croix campus, a Holiday Gala was held at Divi Carina Bay Hotel & Spa on December 12, 2009. This social activity helps foster an appreciation and recognition for all employees of the campus. The gala was supported by 82 businesses from the St. Croix community, who donated door prizes valued at approximately \$10,000.00. Over 180 individuals attended the Holiday Gala. Similarly, the St. Thomas Campus Holiday Gala was held on December 19, 2009 at the Marriot's Frenchman's Reef and was organized by a cross-sectional planning committee in liaison with the Office of the CEA. The gala was attended by over 250 employees, family and friends who enjoyed a marvelous time of friendship and camaraderie. Donations and door prizes valued at approximately \$3,400 were made by friends and community supporters.

- The Physical Plant Department on the St. Thomas campus held two staff appreciation functions during the reporting period. A Summers End beach party was held at Brewers Bay on October 30<sup>th</sup> in recognition of the hard work and tireless efforts of the employees to prepare the campus for the fall semester under very stringent time constraints. On December 17, 2009, the Physical Plant held its traditional Christmas party on the compound of the unit. The event was funded from contributions of the employees of the unit, and from donations by outside friends of the Physical Plant.

With respect to articulating approaches to effectively cope with work-related stress, the following progress was made during the reporting period:

- A Wellness Center is being constructed on the St. Thomas to provide, in part, an avenue through which employees can address work-related stress. As of January 2010, the building was approximately 70% complete. Progress to date includes the foundation and exterior walls, underground mechanicals, concrete floor slabs, structural steel, electrical, plumbing and sewer service rough-ins. **[1.E.4]**