

## A Message to the University Community from President David Hall

### Guide to Developing Strategies that Reflect UVI's Desired Expectations and Management Values

#### *Purpose*

The purpose of this document is to provide the University community with a more detailed and written document which captures the seven management values, presented during the University Convocation on Friday, August 14, 2009, which are to guide our efforts to meet the strategic objectives of VISION 2012 and to improve the management and operations of the University.

#### **Scope**

The seven management values enumerated below are expected to serve as the framework within which we deliver programs and services as well as address challenges and embrace.

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|---|-----------------------------------|
| 1. High performance Institution with a focus on Quality | 5. Fiscal Responsibility          |
| 2. Service Oriented                                     | 6. Performance Assessment         |
| 3. Uncompromised Integrity                              | 7. Emotional and Spiritual Health |
| 4. Informed Decision Making                             |                                   |

These management values have been shared with the Cabinet, and the goals and action strategies they develop with respect to each value will be the primary way in which they are evaluated. I have asked them to take a similar approach with their direct reports, who should do the same with individuals in their units. Our overall goal is to institutionalize these values throughout the University so that we can reach the next level of excellence and ultimately become a "Great University".

1. **High performance Institution with a focus on Quality.** (*Time and quality are our greatest assets.*)

Reduce the turn-around time in your area for the completion of normal institutional operations and requests.

Create a system to ensure that materials produced by units within your Component are free of errors, mistakes, and inaccurate or inconsistent information.

Identify an area or situation within your Unit that creates or has the potential to create substantial vulnerabilities for the University. Develop a strategy for addressing or correcting the problem.

2. **Service Oriented.** (*Recognize that our ultimate client is the student.*)

Develop a process (e.g. training, incentives, penalty, etc.) that will substantially reduce the number of customer complaints in your Component.

Develop a process that will enhance customer satisfaction with the services or products you produce.

Develop a process that sends a substantial message to customers that they are special.

3. **Uncompromised Integrity.** (*Our individual and collective integrity are never compromised.*)

Provide ethical training to individuals in your units, especially in regards to situations where ethical dilemmas often occur.

Create a system of checks and balances which will allow you to better detect unethical behavior.

4. **Informed decision making.** *(Decisions are made in a thoughtful, reflective, data-informed, and transparent manner.)*

Create a system for including more information or feedback from key individuals in the decision making processes in your units.

Create a process for developing more comprehensive and reliable data in regards to key operations within your units.

Develop a process or matrix for informed decision making in your Component.

5. **Fiscal responsibility.** *(Care in the management and growth of resources.)*

Identify expenditures within your Component that could be reduced without harming the overall quality of the operation.

Identify duplicative services or operations within your units that could be eliminated (maybe because this same service is being provided in another area).

Identify entities or operations within your Component that have the potential for increasing profits or becoming profitable. Develop a strategy for making this occur.

6. **Performance assessment.** *(Individual and Unit performance are regularly evaluated and assessed based on articulated goals and objectives and a system of rewards is established.)*

Develop a comprehensive method for evaluating all individuals within your Component.

Conduct performance assessment for each direct report within your Component.

Develop a process for evaluating each unit or program within your Component, and begin the process of evaluating those units and/or programs.

Identify and implement non-monetary ways that you can reward individuals within your Component for their performance.

Develop a process for linking performance to the management values and VISION 2012.

7. **Emotional and spiritual health** *(The emotional and spiritual well being of individuals are nurtured.)*

Convene a training or workshop on multiple intelligences as it relates to critical aspects of the work in your Component.

Develop a systematic process that allows you as leader to be more sensitive to the emotional and spiritual needs of those in your Component.

Describe how you plan to better cope with the stress that is inherent to the work you do.

I look forward to an open and on-going dialogue about these values and this process.