

UNIVERSITY OF THE VIRGIN ISLANDS



STRATEGIC PLAN 2012 - 2017 PATHWAYS TO GREATNESS

HONORING OUR PAST, CREATING OUR FUTURE

Focus on Year I: October 1, 2012 – September 30, 2013

This document represents a subsection of PATHWAYS TO GREATNESS, specifically, Performance Goals for which work must commence in fall 2012 or spring 2013. The document is intended to serve as a mechanism through which regular progress updates can be recorded, consolidated, and communicated with the University community.

AREA OF FOCUS I: ACADEMIC QUALITY AND EXCELLENCE

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Progress to Date
1A	<p>Increase faculty productivity and effectiveness by expanding research and faculty scholarship expectations and opportunities.</p> <p>Start Date: Fall 2012</p> <p>Resources: \$100K</p>	<p>By spring 2016, UVI faculty will increase the number of faculty publications by 10 percent over current numbers.</p> <p>By spring 2016, UVI faculty will increase the number of presentations at national conferences by 10 percent.</p> <p>By spring 2016, UVI will increase the number of research applications submitted and funded by 10 percent.</p>	<p>Develop a policy to require faculty to present at least one article for publication every three academic years in accordance with standards as appropriate to each college and school.</p> <p>Provide workshops in the mechanics of research and scholarship (particularly scholarship of teaching and learning) for faculty across the University.</p> <p>Launch of a UVI academic Journal.</p> <p>Establish a reward system that is linked to tenure and promotion.</p>	PROV	
1L	<p>Become a University that uses its location and areas of expertise to its advantage.</p> <p>Start Date: Fall 2012</p> <p>Resources: \$300K</p>	<p>By fall 2015, UVI will increase the number of professionals enrolling in continuing education seminars, workshops etc. by 10 percent.</p> <p>By fall semester 2017, UVI will increase the number of students enrolled from the mainland and other areas by 20 percent.</p>	<p>Develop and implement a marketing and recruitment program focused at the mainland and other regions.</p> <p>In conjunction with the Department of Tourism, develop and implement a National Center for Professional Development.</p>	PRES	
1C	<p>Complete the integration of teaching, research, library, and extension faculty in order to broaden students' exposure in learning, outreach, and research.</p>	<p>By spring 2014, UVI will increase by 10 percent the number of students participating in community outreach activities</p> <p>By 2015, UVI will increase by 5 percent the number of joint research projects by CES, Librarians and traditional research and teaching faculty</p>	<p>Develop a strategy to further integrate all categories of faculty to benefit the education experience of students.</p> <p>Align contracts, evaluations awards, and policies for all faculty entities.</p> <p>Engage teaching and research faculty and CES members in a series of collaborative</p>	PROV	

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Progress to Date
	<p>Start Date: Spr. 2013</p> <p>Resources: \$250K</p>	<p>By 2016, UVI will increase by 5 percent the number of courses taught by CES, Librarians and research faculty.</p> <p>By 2017, UVI will increase by 15 percent the number of teaching and research faculty engaged in community outreach activities</p>	<p>experiences to enhance opportunities for cross disciplinary research, teaching and community engagement.</p> <p>Provide resources to help research faculty, CES and Librarians to teach effectively and become engaged in the accreditation process.</p>		
1F	<p>Embed student learning outcomes assessment throughout the curriculum.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$300K</p>	<p>By fall 2017, UVI will increase the number of academic programs that conduct student learning outcomes assessment on an annual rotating basis from 80 percent to 100 percent.</p>	<p>Retain a full-time director for assessment of student learning outcomes.</p> <p>Develop and implement assessment plans for all colleges and schools.</p> <p>Develop a schedule to review program quality on a three to five year cycle.</p> <p>Use the results of the assessments to improve learning and program quality.</p> <p>Hire and/or retain qualified faculty with experience in student learning outcomes assessment.</p>	PROV	
1J	<p>Explore the feasibility of establishing a School of Medicine at UVI.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$250K</p> <p>End#: Fall 2013</p>	<p>By fall 2013, UVI will enter into an MOU with both hospitals and a reputable medical school to pursue a feasibility study of a medical school at UVI.</p> <p>By fall 2014, the collaborative will obtain funding for and implementation of the feasibility study.</p>	<p>Conduct review of a number of recognized and accredited medical schools.</p> <p>Hold discussions with a select group of medical schools and both hospitals.</p> <p>Sign an agreement with a medical school to offer medical courses in collaboration with the University.</p>	PRES	

AREA OF FOCUS II:

STUDENT DEVELOPMENT AND SUCCESS

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Progress to Date
2A	<p>UVI will produce graduates who are academically excellent, globally sensitive, entrepreneurially focused, emotionally and spiritually balanced, and committed to serving the world.</p> <p>Start Date: Fall 2012</p> <p>Resources: \$250K</p> <p>End#: Fall 2013</p>	<p>Starting fall 2013, UVI will increase each year the number of students who are:</p> <ul style="list-style-type: none"> -taking courses in entrepreneurship or participating in the competition; -engaging in study abroad, student exchanges, and internships or supervisions outside of the Virgin Islands and other globally aware activities. -engaging in community service projects; -participating in programs relating to emotional and spiritual development. - maintaining good academic standing. - obtaining high scores on the English Proficiency Exam. 	<p>Survey students to generate baseline data.</p> <p>Develop curricula and extracurricular programs that will instill these values and expose students to these perspectives.</p> <p>Expand existing programs (e.g. Summer Global Leadership Program) to accommodate more UVI students.</p> <p>Expand the scope for the Center for the study of Spirituality and Professionalism.</p> <p>Provide opportunities for all students before graduation to participate in research, outreach, internship, or civic opportunity engagement and study abroad.</p>	PRES	
2C	<p>Attract more high achieving students to the University.</p> <p>Start Date: Fall 2012</p> <p>Resources: \$300K</p>	<p>By fall 2015, UVI will increase by 10 percent the number of students who score above 450 on the SAT – Critical Reading.</p> <p>By fall 2015, UVI will increase by 10 percent the number of students who score above 430 on the SAT – Math.</p> <p>By fall 2016 UVI will increase by 15</p>	<p>Develop a stronger honors program at the University.</p> <p>Establish more discipline specific professional organizations chapters on both campuses.</p> <p>Develop and implement a strategy to attract high achieving students to the University.</p>	PROV	

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Progress to Date
		<p>percent the number of students who rank in the top 10 percent of their graduating class.</p>	<p>Develop and implement a strategy to attract highly qualified and effective faculty to the University.</p> <p>Explore the feasibility of using a qualified and effective enrollment service to assist the University in identifying and attracting high achieving students.</p> <p>Work with IA and FUVI to provide more scholarships to high achieving students.</p>		
<p>2H</p>	<p>Support student success, by providing an effective, media rich learning experience.</p> <p>Start Date: Fall 2012</p> <p>Resources: \$325K</p>	<p>By the fall of 2016, in-class student evaluations will demonstrate a 90% student satisfaction rate on the effective use of technology in the classroom by the instructors.</p>	<p>Through the CETL, develop a program and staffing to provide the faculty-required support services to create a successful in-class learning experience with technology. Plan to be delivered by May 2013. Base line student satisfaction surveys gathered in fall of 2012 and spring of 2013.</p> <p>Add program coordinators resembling structure in St. John to serve as a liaison and resource to faculty to maximize their impact with technology.</p> <p>Centralize and implement a classroom equipment replacement schedule.</p> <p>Centralize and implement a faculty PC replacement plan.</p> <p>Provide 100 percent smart classrooms based on faculty specifications.</p> <p>Develop and implement faculty videoconference teaching certification program.</p> <p>100 percent of classes taught in VC</p>	<p>CIO</p>	

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Progress to Date
			<p>rooms will be taught by VC certified faculty by 2016.</p> <p>Re-implement full time call center and on call technicians.</p>		
21	<p>Enhance and expand the effectiveness of the Brothers with a Cause and Sisters With Purpose Organization.</p> <p>Start Date: Fall 2012</p> <p>Resources: \$300K</p>	<p>By spring 2014, there will be a 20 percent increase in the number of students participating in both organizations.</p> <p>By 2017 the overall male student population will be at 40 percent.</p>	<p>Expand the Junior University Program.</p> <p>Institutionalize the Academic Jam Program across the University.</p> <p>Establish annual on-campus programs and activities for male and female students as distinctive groups.</p> <p>Provide opportunities for BWC and SWP members to gain global experience through travel abroad attachments.</p>	OOP	
2B	<p>Design and implement research based approaches to improve student retention and graduation rates.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$500K</p>	<p>By spring 2017, UVI will increase retention rates (freshman to sophomore) by 15 percent above current levels (72 percent).</p> <p>By spring 2017, UVI will increase graduation rates by 15 percent above current levels (36 percent).</p>	<p>Compile existing longitudinal data on retention and graduation rates.</p> <p>Benchmark collected data against peer institutions data.</p> <p>Review existing research, best practices, structures and programs demonstrated to be effective for students similar to UVI students.</p> <p>Set retention and graduation targets to be achieved over life of the strategic plan.</p> <p>Include college boards ASQ (admitted student questionnaire) to assess new incoming students' perception of UVI.</p> <p>Provide all needed course offerings every semester based on a paradigm.</p>	PROV	

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Progress to Date
			<p>Increase financial assistance to students.</p> <p>Create a summer schedule that is responsive to the course needs of students.</p> <p>Hire additional faculty as needed and practical.</p>		
2E	<p>Integrate the Center for Student Success (CSS) throughout the University. (e.g., student affairs, faculty advisement and financial aid).</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$800K</p>	<p>By fall 2017, UVI will:</p> <ul style="list-style-type: none"> -Increase the UVI first-year student retention rate by 2 percent annually over its fall 2011 rate of 70 percent. -Increase the second-year student persistence rate by 2 percent annually over its fall 2011 rate of 59 percent. -Increase the number of Summer Bridge completers testing out of at least one developmental course by 3 percent annually over the fall 2011 rate of 50 percent. -Increase the average pass rate in MAT 023 by 3 percent per year over the Fall 2011 average pass rate of 40.4 percent. -Increase First Year Experience faculty curricular collaboration by 100 percent per year in the first two years over the current level of one collaborative meeting per year. -Increase the retention rate of 	<p>Fully implement the CSS model.</p> <p>Increase the frequency of meetings of the Center for Student Success Advisory Council (CSAC).</p> <p>Assign all freshmen to a program specialist who will maintain regular contact with them and supervise time management and study habits.</p> <p>Conduct reviews of student performance at the end of the first three weeks and mid-term to evaluate interventions necessary to maintain on, or restore students to, successful track.</p> <p>Create various tutoring models to meet the needs of all students e.g. face to face tutoring, online tutoring; distributed tutoring etc.</p> <p>Work with Deans, Department Chairs and students to ensure that courses needed for graduation are provided and taken in appropriate sequence to facilitate timely graduation.</p> <p>Monitor and update individual graduation</p>	PROV	

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Progress to Date
		<p>students pursuing careers in the physical and natural sciences, nursing and allied health professions, mathematics, computer science, information technology and sciences and engineering by 2.5 percent annually over the current retention baseline of 75.3 percent for an overall 10 percent increase to 82.8 percent.</p> <p>-Increase the average pass rate of Nursing students by 1.125 percent annually over the current baseline of 83.5 percent for an overall 5.4 percent increase to 88 percent.</p>	<p>plan for each student in collaboration with the faculty advisor.</p>		
2G	<p>Expand existing programs and create new ones which will enhance student leadership skills and opportunities.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$25K</p>	<p>By spring 2014, UVI will increase the number of students participating in the Student Government Association by 10 percent.</p> <p>By spring 2014, UVI will increase by 20 percent the number of students participating in other students organizations.</p>	<p>Analyze survey data and make recommendations for improvement.</p> <p>Develop and implement a student leadership improvement plan.</p>	PROV	

AREA OF FOCUS III:

COMMUNITY ENGAGEMENT AND GLOBALIZATION

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Accomplishments to Date
3D	<p>Assess and document UVI's impact on the Territory and region.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$325K</p>	<p>By spring 2014, UVI will know the level of impact that it has on the Territory and region through the results of an economic impact study.</p>	<p>Conduct an economic impact study of the University.</p> <p>Develop an in-service training collaborative with the community that relies on volunteer efforts of University employees.</p> <p>Sponsor an annual community relations day to provide outreach activities to the community (close the University and perform community service).</p>	PRES	
3F	<p>Through a new branding program, increase the market reach of UVI locally, regionally, and nationally.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$175K</p> <p>End#: Fall 2013</p>	<p>By spring 2014, UVI will increase by 10 percent the number of stories and other advertisements occurring in local and regional media outlets.</p> <p>By spring 2015, UVI will increase by 15 percent the number of visits to the UVI website.</p> <p>By fall 2013 increase the level of participation in UVI sponsored events and enhance the positive perception of the University.</p>	<p>Hire a firm to conduct a marketing survey to determine the best avenues for UVI to communicate with the local community.</p> <p>Develop a plan to better communicate with the community.</p> <p>Develop and implement a regular community engagement survey.</p>	VPIA	
3H	<p>Create means of soliciting input from the public and private sectors on a regular basis.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$75K</p>	<p>By fall 2015, UVI will establish a community based presidential advisory council.</p>	<p>Increase action on university matters that impact the community.</p> <p>Address low level of community participation in UVI planning activities.</p>	PRES	

AREA OF FOCUS IV:

MODERN AND SAFE UNIVERSITY ENVIRONMENT

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Accomplishments to Date
4B	<p>Make the University campuses safer and more secure.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$400K</p>	<p>By September 30, 2014, UVI will increase the safety of its campuses as measured by the Noel Levitz survey.</p> <p>By Spring 2013 UVI will become a monitored campus at key locations.</p> <p>By spring 2017, UVI will be 100 percent compliant with federal and local safety regulations.</p>	<p>Assess the current state of safety and security on both campuses.</p> <p>Install electronic gates, surveillance cameras, and blue light phones on both campuses.</p> <p>Develop a matrix to determine compliance with federal and local regulations.</p> <p>Complete ongoing upgrades to ensure continuous compliance with federal and local safety regulations.</p> <p>Link all alarm systems to one point.</p> <p>Provide safety training for student affairs personnel.</p>	VPAF	

AREA OF FOCUS V:

ORGANIZATIONAL AND HUMAN DEVELOPMENT

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Accomplishments to Date
5B	<p>Increase persistence rates of employees at the University.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$75K</p>	<p>By December 2015, UVI will increase the retention rate of employees by 5 percent over current levels.</p>	<p>Conduct a College and University Professional Association for Human Resources (CUPA-HR) compensation study to determine the comparative position of UVI.</p> <p>Perform a comparison analysis with peers and aspirational peers on staffing, retention, and compensation.</p> <p>Develop and implement an updated merit-based market compensation program.</p>	VPAF	
5E	<p>Develop a cadre of professionals with the ability to serve in numerous capacities across the University.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$300K</p> <p>End: Fall 2013</p>	<p>By fall 2013, UVI will create a structured system for the internal promotion of staff across the University.</p> <p>By fall 2013, UVI will develop a policy to guide professional development, succession planning and promotion, and human resources capacity building.</p>	<p>Develop a succession plan for the University.</p> <p>Establish a robust internal promotion strategy.</p> <p>In collaboration with the Institute for Leadership and Organizational Effectiveness, identify continuing education resources for training and enhancing staff.</p>	VPAF	

AREA OF FOCUS VI:

FISCAL SUSTAINABILITY AND GROWTH

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Accomplishments to Date
6C	<p>Increase enrollment across the University.</p> <p>Start Date: Fall 2012</p> <p>Resources: \$750K</p>	<p>By fall 2017, UVI will increase its enrollment by 3 percent annually to a total of 3000 students.</p> <p>By Fall 2017, UVI will increase to 15 percent the number of students from outside of the Virgin Islands.</p>	<p>Conduct an assessment of Access and Enrollment Services and use the recommendations to improve the services of the office.</p> <p>Develop a market strategy to attract more students to the University, including those from other nations.</p> <p>Implement a comprehensive plan to improve the retention and persistence rates of the University.</p>	VP-ACES	
6E	<p>Expand the funding base of the University through increased philanthropic support.</p> <p>Start Date: Fall 2012</p> <p>Resources: \$1.5M</p>	<p>By spring 2017, UVI will raise \$15 million in gifts and contributions through annual giving and the capital campaign.</p>	<p>Prepare a case statement and set a capital campaign goal.</p> <p>Conduct a wealth screening analysis to identify potential major donors.</p> <p>Establish a capital campaign committee</p> <p>Launch the private and public phases of the capital campaign.</p> <p>Retain capital campaign counsel.</p> <p>Acquire additional staff, event materials, and other required resources,</p>	PRES	
6G	<p>Restore local government funding to 2009 levels and higher.</p> <p>Start Date: Spr. 2013</p> <p>Resources: \$5K</p>	<p>By fall 2017, UVI will seek to restore local government funding to 2009 levels.</p>	<p>Develop strategy to repackage and resell the University to the executive and legislative branches of the V. I. Government.</p> <p>Seek increases in funding for mandated 100% funded programs which are currently underfunded.</p>	PRES	

No.	Performance Goals	Measureable Objectives	Strategic Actions	Lead	Accomplishments to Date
			Develop a strategy to better inform the executive and legislative branches of government of the importance of the University to the sustainability of the Territory.		
6H	Enhance productivity and sustainability of auxiliaries. Start Date: Spr. 2013 Resources: \$500K	By fall 2017, all UVI auxiliaries will be self-supporting and contributing 5 percent of their income to the University's operating budget.	Develop and implement aggressive and innovative marketing strategies for all auxiliaries. Merchandise UVI memorabilia at outlets across the territory. Implement key/selected recommendations from the Operational Assessment of the Reichhold Center for the Arts and the Reichhold Center Foundation Report.	VPAF	

LEAD KEY:

CIO – CHIEF INFORMATION OFFICER
 PRES – PRESIDENT
 PROV - PROVOST
 VP-ACES – VICE PROVOST, ACCESS AND ENROLLMENT SERVICES
 VPAF – VICE PRESIDENT, ADMINISTRATION AND FINANCE
 VPIA – VICE PRESIDENT, INSTITUTIONAL ADVANCEMENT
 OOP -- OFFICE OF THE PRESIDENT

SHADING KEY:

BUFF → PROVOST
 BLUE/TEAL → PRESIDENT + OFFICE OF THE PRESIDENT
 GREEN → VP, ADMIN. & FINANCE
 PINK → CIO
 PURPLE → VICE PROVOST, ACES
 SAND/STONE → VP, IA