

GREATNESS
THROUGH
INNOVATION



University of the Virgin Islands

STRATEGIC PLAN
2018-2023

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Message from the President

Higher education finds itself in 2018 at a crossroads. Numerous external and internal forces are exerting enormous pressure on colleges and universities throughout the nation. Some experts argue that many institutions of higher learning will not survive these forces and will cease to exist or will be merged with larger educational institutions. They also argue that only those institutions which are authentically innovative will survive and thrive in the decades to come.

The University of the Virgin Islands (UVI) has chosen not to place its head in the beautiful sands around its shores and campuses, but to engage in a systematic process that reinvents the University, and thereby address the challenges it faces. Instead of striving to create a few innovative initiatives, UVI is committed to creating and institutionalizing a “culture of innovation.” In order to become a “great university” that not only withstands the disruptive forces of change, this island university is committed to being a leader for change and innovation in higher education.

The University’s new strategic plan, “*Greatness Through Innovation*,” is the first major step towards creating this “culture of innovation.” Throughout the plan, the goals and measurable objectives all point towards the creation of a university where its emphasis, incentives, and processes stimulate and nurture innovative ideas. Excellent teaching, research, and community engagement are still the fundamental pillars upon which the institution stands, though we plan to fulfill this mission through creative and innovative strategies and initiatives.

This new strategic plan creates a new standard for how universities can weave creativity and innovation into the fabric of their existence. This strategic plan, if successfully implemented, will propel the University of the Virgin Islands into the category of “distinctive leaders in higher education” for decades to come. We invite you to join us on this journey and support us as we strive to shape the future and not just wait for it to unfold.

Executive Summary

The 2018-2023 Strategic Plan, *Greatness Through Innovation*, continues the transformational journey of *Pathways to Greatness* begun in 2012-2018. The performance goals identified for 2023 will keep UVI on course to emerge beyond the limits of its expanding ability. The growth attained under the last strategic initiatives demonstrated the University's remarkable capacity for achieving lofty aspirations that may appear out of reach when compared to existing resources.

Greatness Through Innovation was framed through the window of the 2016-2017 Self-Study process. Like *Pathways to Greatness*, *Greatness Through Innovation* is an initiative with an ambitious target. The University's ability to forge ahead in the face of numerous challenges is evidence of its persistent/persevering capacity for staying the course. The 2018 accomplishments have been assimilated and refined in the new strategic plan.

The Self-Study achieved major strides in steering components to employ measures that successfully demonstrate accomplishments. The new strategic plan strengthens that direction, giving the Institution opportunities for increasing effectiveness in evidence-based decision-making. Data collection and data management are threads that run throughout the *Greatness Through Innovation* performance requirements.

There is no doubt that creativity and innovation will be the hallmarks for achieving success in strategic plan 2023. Focus area I: Innovation and Distinction, leverages the persistence and ingenuity of the workforce for restoring and rebuilding in the face of several gruesome natural disasters. The goals ensure that UVI will see creativity as a natural element for accomplishing objectives throughout the operational programs. Through the establishment and maintenance of an Innovation Fund, targeted creativity training, and expansion of innovation resources, the pockets of creativity that now distinguish some programs can become the established culture for the entire Institution.

Focus Area II: Leadership and Excellence in Academics, Research, and Public Services, emphasizes the understanding that the strength of the academy lies in the power of its curriculum and faculty. The strategic initiatives speak to the infusion of technology throughout the academic programs, ensuring that success levels may be broadly achieved. Through the operational objectives, renowned research areas in Science and Mathematics, Nursing, and Business may increase levels of visibility for their distinctive programming, and inspire similar achievements throughout the Institution and abroad.

UVI places the well-being of students at the head of its core values. Focus Area III: Student Access, Recruitment, and Success brings together the second largest pool of financial resources (after physical plant disaster repair) for addressing known impediments to student success. Strategic initiatives identify tuition support options, creative degree pathways and instructional pedagogy, and holistic approaches for attractive living-learning experiences.

The major achievement of the 2016-2017 Self-Study comes together in Focus Area IV: Measurement, Analysis, Knowledge Management, and Results. This area is key for demonstrating continuous improvement through systematic data collection and data management. It is here that efforts of UVINext may become fully-implemented, achieving its charge to drive the overall institution towards a culture of evidence-based decision-making. From improvements in student recruitment through graduation and employee performance assessments, UVI will be demonstrating its commitment to collecting evidence that clearly shows the impact and success of actions taken in academic and community programs.

Focus Area V: Operational Efficiencies and Focus, emphasizes functional accuracy and best practices in business operations. Strategic initiatives will address gaps in effective documentation of protocols and processes. This includes aligning workflows to reduce costs, errors, and inefficiencies; understanding and valuing consistent, high

quality customer service; and systematically repairing and maintaining damaged facilities for structural improvements. The focus area recognizes the critical importance of effective budgeting functions for achieving the goals of the strategic plan, and gives attention to the important role of the University Budget Committee (UBC) in effectively managing resources to achieve the related objectives.

Focus Area VI: Valuing People, Relationships, and Culture clarifies and institutionalizes UVI's systems for personal development and employee incentives. The shared-governance model addresses the mechanism for giving voice to UVI stakeholders in major policy development, and key operational decisions. *Greatness Through Innovation* fills the gap for celebrating the UVI population's diversity, skill, and accomplishments. Strategic initiatives include opportunities for community engagement and intermingling, celebration of regional culture and history, and mechanisms for reward and salary enhancements.

As a uniquely American, English-speaking institution within the Caribbean and circum-Caribbean, UVI's role as a producer/venue of thought leaders is critically important to the US Virgin Islands, the wider Caribbean, and the World. The impact of two devastating storms throughout the territory during the 2017 hurricane season, has created opportunities for the University's informed leadership to add even greater value. Attesting to the adage of "that which does not kill you makes you stronger," UVI's strength demonstrated throughout the recovery and rebuilding process is evidence that the university IS stronger than it was during the last decennial self-study. In recovery, the institution marshalled its collective innovative and creative energy, to achieve goals that were seemingly impossible in the face of widespread devastation. As the territory embarks on the rebuilding process, UVI is well-placed to model these unique solutions, and to provide data and insight on the deployment of technology and services for communities to weather future natural or other disasters effectively.

Directions for Continuous Improvement

The 2016-2017 Self-Study journey through the process of *Greatness by Design* and the continuing "Quest for Greatness" will unfold in a new strategic imperative in 2018 called *Greatness Through Innovation*. The steering committee of the self-study effectively guided the Institution in the intensive analysis of operations; including strengths and weaknesses of resources, protocols, and strategies; to arrive at the framework on which the pillars of the new strategic initiatives will be based. Picking up the mantle, the 2018 strategic Planning Task Force (PTF) embarked on a process of collecting stakeholder feedback and drafting goals and objectives to achieve aspirations of the framework, over the next five-year period. The pillars as defined became focus areas around which resources and techniques could be deployed. A series of creative planning sessions provided orientation and perspective for generating ideas. The focus areas in this pursuit encompass UVI's core strengths for ensuring student success and for valuing its human resources. With the momentum of the recent wave of innovation and creativity continuing through the implementation of *Greatness Through Innovation*, the University can be propelled further along its pathway to greatness. UVI will be a model institution that integrates culture, academics, and technology to impact the territory, wider Caribbean, and global community: a technologically advanced, culturally centered and socially conscious institution.

The Strategic Planning Process

During the 2016-2017 academic year, UVI engaged in a self-study process in pursuit of re-affirmation of accreditation through the Middle States Commission on Higher Education (MSCHE). This significant event, entitled *Greatness by Design*, culminated with an MSCHE site visit in March of 2017 that confirmed the institution's eligibility for continuing accreditation. The comprehensive review undertaken during the process, significantly advanced the Institution's "Quest for Greatness", as defined by President David Hall and undergirded by the seven (7) MSCHE standards.

Greatness by Design concluded that UVI is effectively on target in serving the full spectrum of its student population. The University's overall focus is acutely student-centered. Its totality of resources converge for the purpose of ensuring that students overcome socioeconomic and historic challenges to lead fulfilling and productive academic experiences. Amid this nurturing environment, UVI's niche co-curricular programming guarantees academically stimulating experiences for high achievers who may otherwise accept recruitment opportunities offered by prestigious and selective institutions throughout the United States.

MSCHE encouraged UVI to explore means of continuous comprehensive assessment of its work on ethics and integrity. The University must also develop assessment tools; systematically implement institutional assessment; aggregate data and utilize that data to improve student learning, retention, and graduation rates. Measures taken thus far to validate that expenditures are linked to goals, and to demonstrate the most effective, efficient, and transparent use of resources should continue. Shared governance through active staff participation in elections and appointment to leadership positions on the staff council, and the expansion of 360-degree evaluations to all levels of management were also identified as methods through which institutional effectiveness could be enhanced. The Institution's success is due to the collective sacrifices and dedication of its faculty, staff, and administrators who continue to shoulder an onerous workload. Their personal and professional well-being must be considered, nurtured, and supported in any institutional undertaking.

Building on the University's strengths, including its shared governance process, the development of the 2018-2023 plan aims to introduce creative problem-solving skills throughout the institution. Creativity and innovation are the skills deemed essential for the further development of UVI. We will not continue to do the same things in the same old way but will create a Culture of Innovation, seeking new methods to accomplish new and transformational projects. To lead the development of the strategic plan, a Planning Task Force (PTF) was formed and charged to work in a collaborative manner with an emphasis on Creativity and Innovation. Comprised of faculty, staff, students, and administrators, the PTF then established focus area subcommittees, which had responsibility for development of goals and objectives on the areas identified.

With consulting support on the Creative Problem Solving (CPS) model, members of the UVI community were afforded the opportunity to attend training. Train-the-trainer sessions were held for the PTF and other leaders in the organization. Sessions were also offered to the entire University community. Faculty, staff, students, and Board members participated in training. The Virgin Islands community input was also sought, using the CPS method in which persons responded to questions on the current conditions and desired place of the University in the higher education landscape. CPS sessions prepared attendees to be open to the process and to the comments of others. Participants were encouraged to reserve judgement and focus on sharing a large quantity of ideas. Ideas were captured on Post-It notes. Ideas resulting from all sessions were simulated on an electronic workspace and grouped in various categories. Content from the workspace was made available to focus area subcommittees, Cabinet, and the PTF in the development of goals and objectives, and remain available for interested persons.

Through this collaborative process, we believe *Greatness Through Innovation* signals the University's commitment, as stated by President David Hall, "to being a leader for change and innovation in higher education."

Introduction

The College of the Virgin Islands (CVI) was founded as a liberal arts institution in 1962 and was awarded land-grant status by the United States Congress in 1972. The College of the Virgin Islands was renamed the University of the Virgin Islands in 1986, to reflect growth in its academic programs, community services, and research programs. In that same year, the US Congress proclaimed UVI an Historically Black College/University (HBCU). It remains today the only HBCU outside of the continental United States.

As of fall 2016, the University offers more than 50 academic programs including four (4) undergraduate certificate programs and four (4) special programs; 39 undergraduate, and 11 graduate degree programs, including a doctoral program, through five (5) colleges and schools. In the fall 2017, UVI opened a new online campus, and as of Fall 2017, offers 14 undergraduate and two (2) graduate degrees.

UVI students enjoy indoor and outdoor activities year-round. Student entrepreneurs are rewarded with startup funds. Science Technology Engineering and Math (STEM) students present their research locally, nationally, and internationally. Internships give students hands-on field experience. Student clubs and organizations offer students the opportunity to lead, work as a team, network, and serve the community. Career counseling and job search assistance is available for all UVI students.

UVI operates as one University with two campuses and additional instructional sites. UVI's mission to provide teaching and learning opportunities to the Caribbean and world is made possible with campuses on the islands of St. Croix and St. Thomas, and an instructional site on the island of Sint Maarten (Netherlands Antilles).

I. Mission

The University of the Virgin Islands' mission is to educate and empower the U.S. Virgin Islands, the Caribbean and the world through an environment that promotes creativity, innovation and excellence in teaching, student learning, research, and community engagement.

II. Vision

The University of the Virgin Islands will be an exceptional US institution of higher education in the Caribbean, dedicated to student success, committed to excellence, and pledged to enhancing the social and economic transformation of the US Virgin Islands.

III. Core Values

- Students' Well-Being First
- Learning and Scholarship
- Excellence
- Teamwork
- Collegiality and Shared Governance
- Inclusiveness of Ideas
- Principled Leadership
- Supporting Our Community
- Effective Use of Technology
- Equitable Reward System

IV. Management Values

- High Performing Institution with a Focus on Quality
- Service Oriented
- Uncompromised Integrity
- Informed Decision Making
- Fiscal Responsibility
- Performance Assessment
- Emotional and Spiritual Health

Focus Areas

I. Innovation and Distinction

UVI will become a distinctive and innovative institution through programs and approaches that incorporate creativity, innovation, and excellence. This area will establish initiatives that demonstrate leadership in creativity and excellence as a model to other higher education institutions. It demonstrates that the University is committed and energized around the innovative approaches it undertakes, to ensure they become signature elements of the institution.

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|----------|--|--|---|------------------|---|
| 1 | Develop a culture of innovation and creativity at UVI. | A. Ensure that at least 60% of employees participate annually in innovation/creativity workshops and/or trainings. | CPS Trainers (including trained UVI personnel and qualified UVI PhD Students) | By AY 2019 | All |
| | | B. Ensure that at least 10 departments, units, constituency groups or programs are using creative problem-solving techniques each year. | CPS Trainers (including trained UVI personnel and qualified UVI PhD Students) | By AY 2021 | All |
| | | C. All academic and administrative programs will conduct a self-assessment to determine if they are embracing or developing innovative approaches, strategies, and techniques into their operations. | Assessments | By AY 2023 | Deans, Chairs, Institutional Research (IR) & Institutional Effectiveness (IE) |
| | | D. Include innovation or entrepreneurship opportunities in at least 5 additional academic programs. | Curricula, faculty partnerships | By AY 2023 | Academic Deans, Provost |
| | | E. Increase the institutional score on the Innovation Spectrum from a 2.2 to a 3.5 by the end of the strategic plan. | Survey Instrument | By AY 2023 | President, Cabinet, IE, Information, Technology Services (ITS) |
| 2 | Establish and sustain an Innovation Fund to support selected innovative proposals, programs or initiatives. | Raise and allocate at least \$1 Million to fund innovative project proposals. | \$1,000,000 | By AY 2019 | President, Institutional Advancement (IA) |
| 3 | Institutionalize investment in program development for UVI's most distinctive academic program areas (e.g. Marine Science, Entrepreneurship, Health Sciences [Nursing and Medical School], STEM Leadership). | A. Ensure that half of the innovation fund allocation goes to distinctive program areas. | Distribution of Innovation Funds | By AY 2021 | Provost, Academic Deans, Public Relations (PR) |

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|--|---|---|------------------|---|
| | | B. Implement a process for selecting or developing additional distinctive program areas. | Selection Guidelines, Selection Committee | By AY 2021 | President, Provost, Academic Deans, Cabinet |
| 4 | Expand existing UVI Innovation Centers to generate increased ideation and experimentation. | A. Improve the effectiveness of the innovation centers evidenced through an increased budget of at least 50% for equipment or other enhancements. | \$75,000 | By AY 2019 | School of Business (SOB), ITS |
| | | B. Achieve utilization of the Innovation Centers by 25% of the student population each year. | Application of innovation center resources in entrepreneurship and applicable programs | By AY 2020 | SOB, ITS, Academic Deans |
| | | C. In partnership with the VI Department of Education (VIDoE), increase high school and middle school student utilization of innovation centers by 10% each year. | Faculty/school teacher partnerships | By AY 2022 | SOB, ITS, Academic Deans |
| 5 | Become a leader in the exploration and implementation of renewable energy technology, resiliency, and disaster mitigation. | A. Develop and implement a totally off-grid solution to address the University's energy needs. | Enter into Power Purchase Agreement, Coordinate with the Caribbean Green Technology Center (CGTC) | By AY 2023 | President, Cabinet, CGTC |
| | | B. Develop and implement a Center for Resiliency and Disaster Mitigation. | VI-EPSCoR, UVI Schools & Colleges, RT Park, \$4,000,000 | By AY 2019 | President, Cabinet, College of Science and Mathematics (SciMath) Dean |
| | | C. Develop and implement a comprehensive "Reduce, Reuse, Recycle" program, in partnership with VI Waste Management. | \$100,000, VI Waste Management partnership | By AY 2023 | President, Cabinet, CGTC |
| 6 | Utilize data to promote distinctive program successes in national media. | Develop a communication strategy and have at least 2 national placements each year for each distinctive area. | \$400,000 for public relations consultant and materials, \$15,960 for webmaster | By AY 2020 | Provost, IA |

II. Leadership and Excellence in Academics, Research, and Public Service

UVI will become a beacon for community engagement and outreach with research-based, data-driven, and proven strategies that lead graduates to excel in the workforce. UVI's faculty and institutional services will continue to demonstrate significant drive and vision for improving the well-being of the University, territory, and global community. This leadership will be evident through excellence in innovative teaching strategies, through responsive interdisciplinary applied and basic research, and through collaboration with community partners (governmental, private, educational, and social outreach).

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|---|--|--|------------------|--|
| 1 | UVI will become a leader in the utilization of current, resilient, and reliable instructional technology. | A. Ninety percent of full- & part-time faculty will be certified in e-learning techniques and will demonstrate proficiency in using instructional technology strategies. | Proven curricula & trainers, Adequate funding for technology resources | By AY 2023 | Academic Deans, Center for Excellence in Teaching & Learning (CETL), ITS |
| | | B. Use data on teaching technology to improve institutional effectiveness by 15% above baseline on annual surveys. | Research of best practices and applicable models of instructional technology | By AY 2022 | Academic Deans, CETL, ITS |
| | | C. Upgrade all teaching technology in order to realize no less than 95% uptime and functionality. | \$540,000 | By AY 2022 | Provost, Academic Deans, ITS |
| | | D. Increase to 100% the number of classrooms with 21 st century teaching and learning technologies. | Upgraded technologies | By AY 2022 | Provost, Academic Deans, ITS |
| | | E. UVI Online will be established as a separate academic entity (School, College or Division). | Participation from all programs with online courses, faculty buy-in | By AY 2020 | Provost, Academic Deans |
| 2 | UVI will develop 21st century academic and, vocational & technical programs and policies, to meet the changing workforce development needs of the Virgin Islands and Caribbean. | A. Review and revise general education curriculum, recommending changes to ensure it meets 21 st century needs. | Curriculum Review | By AY 2022 | Provost, Academic Deans, Chairs, Faculty |
| | | B. Implement at least 5 vocational or technical certificate programs or offerings that align with existing academic strengths and compelling local market needs. | \$600,000, Support from Academic Deans & Faculty, Institutional Research, Alumni Affairs | By AY 2022 | Provost, Academic Deans |
| | | C. Implement and sustain at least two additional innovative academic programs that meet market needs (e.g. Data Science). | \$400,000, Faculty expertise, Graduate Council, Curriculum Committee | By AY 2022 | Provost, Academic Deans |
| | | D. Through academic program review and the UVINext process, assess under-performing or non-mission centric majors and programs for elimination. | \$5,000 For participation in the Delaware Study, Faculty and Deans engagement, Utilization of the Delaware Study | By AY 2022 | UVINext, Provost, Academic Deans |

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|---|--|---|------------------|--|
| | | E. Increase by 10% the number of students who graduate with minors, double majors, and/or certificates, in addition to a major. | Faculty and Academic Deans engagement | By AY 2023 | Provost, Academic Deans |
| 3 | UVI will have a high level of productivity and effectiveness in research, grants, contracts, and scholarship. | A. Fully implement the existing indirect cost policy to incentivize an additional 10% of faculty applying for research grants each year. | Funds from Indirect Costs and/or General UVI budget | By AY 2019 | VP Finance, Provost, Vice Provost Research and Public Service (RPS) |
| | | B. Twenty-five percent of new faculty in appropriate disciplines will develop research programs/preliminary data. | Support for released-time from teaching to conduct research/outreach, Start-up costs | By AY 2021 | Faculty, Academic Deans |
| | | C. Twenty percent of new faculty in appropriate disciplines will use preliminary data generated to develop grant applications. | New faculty, Academic Deans and program director engagement | By AY 2021 | Academic Deans, Directors, Vice Provost RPS, Provost, Office of Sponsored Programs (OSP) |
| | | D. Researchers and administration will jointly develop policies and procedures that establishes increasingly efficient, consistent, transparent, and responsive services to faculty engaged in research, to be measured by annual surveys. | Staff and Directors in OSP and Finance, Research Faculty, Academic Deans, VI-EPSCoR and Agricultural Experiment Station (AES) Directors | By AY 2019 | Researchers, Vice Provost RPS, Provost, OSP, VP Finance |
| | | E. Revise faculty job descriptions and evaluation criteria to reflect joint appointments and split activities. | Engagement and buy-in of faculty, American Association of University Professors (AAUP), Academic Deans & Directors | By AY 2023 | Academic Deans, Directors, Provost, OSP, VP Finance |
| | | F. Increase by 5% each year the number of faculty joint-appointment positions between research, teaching, and/or community outreach. | Engagement and buy-in of faculty, Academic Deans & Directors, HR Director | By AY 2023 | Academic Deans, Directors, Vice Provost RPS, Provost, OSP, VP Finance |
| 4 | UVI Research Centers will be responsive to community, regional, and national demands by providing relevant research and engagement opportunities. | A. The Office of the Vice Provost of Research and Public Service will annually engage the VI community through surveys and/or focus groups for research needs analysis. | Survey and Focus Group Administration | By AY 2019 | Vice Provost RPS |
| | | B. Research Centers will increase by 10% above baseline the number of students engaged in research projects each year. | Research Projects | By AY 2023 | Vice Provost RPS, Academic Deans, Directors |
| 5 | Increase private sector partnerships & social entrepreneurship programs/activities that will bring innovation in creating community- | A. Increase by 20% above baseline the number of students enrolled in entrepreneurship courses annually. | Advising | By AY 2023 | Provost, Academic Deans, Faculty |

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|--|--|--|---------------------------|---|
| | driven solutions to common challenges. | | | | |
| | | B. Establish partnerships with five private-sector companies each year that provide financial resources, in-kind contributions, student internships, or faculty research opportunities. | RTPark and EDC companies | By AY 2019 | President, IA |
| | | C. Develop an interdisciplinary social entrepreneurship program. | Faculty, Curriculum Committee | By AY 2023 | Provost, Academic Deans, Faculty |
| 6 | Develop and/or strengthen institutional and community programs which improve college readiness, career readiness, and lifelong learning. | A. In partnership with the VIDOe, increase by 10% above baseline the number of UVI freshmen students from the VI who are college ready each year. | VIDOe | Initiation in Spring 2019 | President, Provost, Center for Student Success, Access and Enrollment Services (ACES) |
| | | B. In partnership with the private sector, establish UVI as a "University for Life" evidenced by increasing 10% above baseline each year the number of individuals taking advantage of continuing education, re-certification, and re-tooling opportunities. | Marketing \$50,000, Private Sector collaboration | By AY 2020 | Institute for Leadership and Organizational Excellence (ILOE), UVICELL (Community Engagement & Lifelong Learning), Academic Deans |
| | | C. Work with the VIDOe to establish a career readiness and support program that is a pathway for those seeking vocational education programs. | Program Development | By AY 2023 | Faculty, Academic Deans, Provost |

III. Student Access, Recruitment, and Success

UVI will produce graduates who are academically excellent, globally sensitive, entrepreneurially focused, emotionally and spiritually balanced, and willing to serve the world. The University will reinforce the student recruitment process to maximize student access to higher education and educational success and achievement, through the development of innovative strategies that engage and support individuals as they pursue their academic and career goals. The University will identify and proactively eliminate barriers to student access, recruitment, success, and achievement.

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|---|---|--|---------------------|------------------------------------|
| 1 | Invest in Virgin Islands workforce development by providing free tuition for all territorial High School graduates whose family income is below \$125,000 a year through a combination of Federal, local government, and private support. | Provide free tuition for 1,268 full-time students by 2020 and 1,562 full-time students by 2023. | \$15,000,000, Local government funds | By AY 2020 and 2023 | President, IA, ACES |
| 2 | Increase scholarship support for graduate and non-resident students. | A. Increase non-resident scholarship support by 10% above baseline each year. | EDC & RTP company \$ support | BY AY 2020 | President, IA, ACES |
| | | B. Increase graduate student support by 10% per year through scholarships and fellowships. | EDC & RTP company \$ support | By AY 2020 | President, IA, ACES |
| 3 | Develop and implement alternative degree pathways, to include a 3-year accelerated degree pathway for selected undergraduate students. | A. Enroll at least 10 students each year into a 3-year accelerated program. | Academic Deans, Center for Student Success (CSS), Advising ACES recruitment PR publicity | By AY 2021 | Provost, Academic Deans |
| | | B. Enroll at least 10 students each year into an enhanced and rigorous honors program. | Academic Deans, CSS, Advising, ACES recruitment PR publicity | By AY 2021 | Provost, Academic Deans |
| 4 | Improve the environment for student success and achievement through innovative practices in Instructional Pedagogy. | A. Introduce opportunities for transforming teaching & learning strategies, course designs & policies through funding 5 such projects a year. | \$100,000 grant program, Training resources available through the CETL | By AY 2020 | CETL, Academic Deans, Provost |
| | | B. Provide multiple opportunities annually for faculty/advising staff to participate in "Growth Mindset" or other non-cognitive skills training and formulate a plan for implementing these approaches in courses and interactions with students. | \$50,000, Training resources available CETL | By AY 2019 | CETL, Academic Deans, Provost |
| | | C. Enrich instructional design options by expanding research platforms to incorporate regular UVI faculty sharing of best practices and | Training for faculty in use of technology resources, Faculty and staff partnership with RPS & Eastern Caribbean Center (ECC) | By AY 2019 | CETL, Academic Deans, Provost, RPS |

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|---|---|---|------------------|--|
| | | experiences for teaching & learning. | | | |
| 5 | Improve the environment for student success and achievement through streamlined structures and accountability in Academic Advising. | A. Fully implement and promote all aspects of the Advising Plan, including well-defined & communicated advising relationships, resources, and accountability. | Internal communications, Training, Faculty, Academic Deans, CSS | By AY 2019 | Provost, Academic Deans, Deans of Student Affairs, Alumni Affairs, CSS |
| | | B. Improve student satisfaction with academic advising effectiveness by 10% above baseline each year. | Require faculty and student adherence to advisement schedules | By AY 2021 | Provost, Academic Deans, Deans of Student Affairs |
| | | C. Improve student advising and degree planning through use of existing/new software by 25% of faculty & students. | Software Training, Faculty and student adherence to advisement schedules | By AY 2020 | Provost, Academic Deans, Deans of Student Affairs |
| | | D. Increase deployment of BucsConnect (EAB) for faculty to achieve 20% annual utilization above baseline. | Faculty buy-in and engagement | By AY 2021 | Provost, Academic Deans, CSS |
| 6 | Improve the environment for student success and academic achievement through enhanced holistic student support. | A. Increase by 10% above baseline the number of faculty submitting Early Alerts and Progress Reports annually. | Point-of-need training opportunities, online self-help resources for technology tools | By AY 2019 | Provost, Academic Deans, ACES |
| | | B. Improve academic success by reducing student D/F grades 10% below baseline for all Schools and Colleges. | Student Outreach and Tutoring | By AY 2022 | Provost, Academic Deans |
| | | C. Institutionalize and assess a "Retention Boost" program for all Schools and Colleges. | Program Development | By AY 2022 | Provost, CSS, Deans and Faculty |
| | | D. Conduct annual surveys and utilize data on why students leave or withdraw from UVI. | Survey instrument | By AY 2019 | RPS, IR, Provost |
| | | E. Develop and implement a robust and holistic approach to student mental health awareness and counseling. | Counselors | By AY 2022 | Deans of Students |
| 7 | Improve the environment for student success and achievement through innovative opportunities for student engagement. | A. Develop Living-Learning Communities. | \$3,000 | By AY 2022 | Deans of Students, Housing Supervisors, RAs, Faculty, Librarians |
| | | B. Improve student satisfaction with campus dining services by 20%. | Staff/students to conduct survey and distribute/collect feedback forms | By AY 2020 | SGA Presidents, Deans of Students, Director of Student Activities |
| | | C. Increase by 10% each year, above baseline, the number of on-campus employment opportunities for students. | Funding for on-campus employment | By AY 2022 | Provost, Deans of Student Affairs, President & Cabinet |

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|----------|---|---|--|------------------|--|
| | | D. Integrate “service learning” and other student engagement opportunities into 10% of courses and extracurricular activities. | Curriculum Committee, Training, activities, and events | By AY 2022 | Deans of Students, Academic Deans, Student Activities Supervisors |
| | | E. Increase by 10% each year, above baseline, faculty-led out-of-classroom student learning experiences. | Faculty, Academic Deans, Component heads, community partnerships | By AY 2021 | Provost, Deans of Student Affairs, President & Cabinet |
| | | F. Create a comprehensive student engagement plan, with elements integrated into courses and extracurricular activities. | Faculty, Academic Deans, ACES | By AY 2021 | Provost, Deans of Student Affairs |
| | | G. Increase undergraduate student participation in research, study away or summer programs by 10% per year above baseline. | Research faculty, Academic Deans | By AY 2020 | Provost, Deans of Student Affairs, President & Cabinet |
| | | H. Increase by 20% above baseline, the number of students attending athletic and student affairs events. | Promotion of Events | By AY 2022 | Deans of Students, Student Activities Supervisors |
| 8 | Improve Recruitment, Persistence, and Graduation Rates of students. | A. Implement a comprehensive, multi-year recruitment and retention plan to support a first-year retention rate of 80% and a 6-year graduation rate of 40%. | Strategic forecast analysis model | By AY 2020 | ACES, President, Cabinet |
| | | B. Institutionalize the distribution of UVI Rise Funds annually to help students cover un-funded emergency needs. | \$100,000 | By AY 2019 | President, IA |
| | | C. Realign University operations for improved strategic enrollment management, to increase enrollment by 8% above baseline, reaching a total of 3,000 students. | Increased funding support for strategic management of operations, through realignment of resources | By AY 2023 | President, Cabinet, Provost, Academic Deans, Vice Provost for ACES |
| | | D. Increase UVI Online student enrollment by 10% per monthly start. | Recruitment, Marketing | By AY 2023 | ACES, IA |
| | | E. Standardize and enhance all transfer student processes, in order to increase transfer student enrollment by 5% each year. | Process Review | By AY 2021 | ACES, Academic Deans |
| | | F. Expand and institutionalize the prior learning credit program so that 5 students a year receive some level of prior learning credits. | Program Review, PR | By AY 2021 | ACES, Academic Deans |

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|-----------|---|--|--|------------------|---|
| 9 | Improve the environment for student success and achievement through enhanced services for career readiness. | A. Improve student career services through online platforms where student opportunities can be maintained and disseminated. | \$10,000 Implementation, Online career services platform | By AY 2019 | Deans of Students, Career Services Staff, ITS, HR |
| | | B. Establish relationships with 100 alumni and/or employers to support efforts to prepare UVI students to enter the workforce. | Alumni Engagement | By AY 2022 | IA, Deans of Students, Career Services Staff |
| | | C. Survey at least 100 USVI employers regarding professional readiness of UVI graduates and develop strategies to address the major concerns. | Outreach to business and community partners | By AY 2022 | President, Cabinet, Deans, RPS, IR |
| 10 | Increase alumni engagement with the University | A. Improve student relationship with the University evidenced by achieving a graduation class giving rate of at least 65%. | Engagement Activities | By AY 2023 | Deans of Students, IA |
| | | B. Reactivate at least one alumni chapter per year, resulting in an increase of alumni contribution from 14% to 35% over the life of the plan. | \$100,000 for IA Development and Alumni Officers, Alumni | By AY 2019 | VP of IA, Director of Alumni Affairs |
| | | C. Promote alumni success through the creation of a mechanism for annual alumni recognition. | IA staff, Alumni, \$100,000 | By AY 2022 | President, IA |
| | | D. Establish an annual reunion activity tied to athletics or other University events. | \$300,000 | By AY 2020 | IA |

IV. Measurement, Analysis, Knowledge Management, and Results

UVI will foster a culture where programs, overall operations, and institutional decisions are based on systematic quantitative and qualitative data analysis and are results-oriented. The Institution will commit to enhancing its knowledge of the industry standards of practice and embrace continuous innovative learning.

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|--|--|--|------------------|--------------------------------------|
| 1 | Fully institutionalize the UVINext assessment process. | A. Each administrative program will have specific goals for each critical service it provides, with identified timeframes for delivery and shall be evaluated annually on whether those goals have been met. | IE Workshops | By AY 2023 | IE, IR, Department & Component Heads |
| | | B. All units will demonstrate integration of established mission and annual goals for assessment by end of AY 2023. | IE Workshops | By AY 2023 | IE, IR, Department & Component Heads |
| | | C. All units will conduct self-assessments using the UVINext questionnaire for review on at least a five-year cycle. | IE Workshops | By AY 2023 | IE, IR, Department & Component Heads |
| 2 | Adopt and implement a 360 review process for all managers and/or supervisors. | A. All managers will receive at least a 3.0 score annually on the 360-review instrument. | \$50,000, DiPolar Instrument | By AY 2021 | President, Cabinet |
| | | B. 100% of employees should be evaluated annually. | PeopleAdmin and evaluation training | By AY 2020 | HR, Department & Component Heads |
| 3 | Enhance the collection of high-quality quantitative data for evidence-based decisions. | A. Develop an institutional Dashboard where all key institutional data and measurements are easily accessible 24/7. | \$100,000 Technology tools and expertise for creating Dashboard, and applying data for forecasting | By AY 2023 | ITS, RPS, Cabinet |
| | | B. Dashboard data will be reviewed and used by key decision makers on institutional improvement objectives. | Training | By AY 2023 | ITS, IR, IE |
| | | C. Develop a predictive analytic model for forecasting student enrollment and retention outcomes with a confidence interval of 95% or greater. | Training | By AY 2019 | ACES, RPS Vice Provost, IR |

V. Operational Efficiencies and Focus

UVI will operate in an environment where processes are aligned, and protocols are well-documented, and where accurate data supports decision-making. This area will examine current business practices and guide the University's efforts to achieve efficient operational policies that will meet the needs of all stakeholders.

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|---|---|--|------------------|---------------------------------------|
| 1 | Embed superb customer service values and attitudes throughout the institution. | A. Each component will conduct customer satisfaction surveys for at least 20% of stakeholders bi-annually. | Total employee buy-in | By AY 2020 | IE, Department & Component Heads |
| | | B. Results of bi-annual component customer satisfaction surveys will improve by 5% with each administration. | Incentives for high quality ratings, training for low ratings | By AY 2022 | IE, Department & Component Heads |
| 2 | Streamline operations using lean process/process re-engineering techniques for continuous improvement to improve business practices by saving time, reducing costs, reducing protocol steps, empowering employees, and increasing efficiency. | A. Provide multiple training sessions on lean process/process re-engineering methods. | \$10,000 | By AY 2020 | IE, Department & Component Heads |
| | | B. Develop a comprehensive and fully-embedded model that can measure savings, continuous improvements and reduction in cost from lean process/process re-engineering. | Incentives for employee | By AY 2021 | IE, Department & Component Heads |
| 3 | Implement innovative processes utilizing technology to improve efficiencies and effectiveness. | A. At least 2 administrative functions per year will become paperless. | Employee buy-in | By AY 2020 | Department & Component Heads |
| | | B. Annually, at least 25% of all staff will attend training on the use of administrative applications. | Trainers, Training materials | By AY 2019 | ITS, Department Heads |
| | | C. Implement a comprehensive software system to manage student support functions such as student housing, and security reporting. | \$12,000 | By AY 2021 | Deans of Students, President, Cabinet |
| 4 | Re-establish a recurring plant fund with a minimum of \$2 million to address, repairs and enhance University facilities. | Each fiscal year a designated portion of facilities/vehicles will be repaired and enhanced based on input from the UBC and other stakeholders. | \$2,000,000 Plant Funds, University Budget Committee (UBC) input | By AY 2021 | President, VP Finance |

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|--|--|--------------|------------------|---------------------|
| 5 | Complete the rebuilding of University campuses in a more resilient manner. | All buildings damaged by Hurricanes Irma and Maria will be completely rebuilt according to updated code requirements and will be more resilient in order to withstand future hurricanes. | \$45,000,000 | By AY 2023 | President, Cabinet |

VI. Valuing People, Relationships, and Culture

UVI will provide an environment that values people, relationships, and culture as a fundamental tenet of all operations. The value-driven emphasis of the University examines and shapes aspects of self-governance, the student and employee environment, and facets of its community interaction. The University will execute a model that values all people and relationships through its curriculum, assessment, and operational effectiveness.

At the University of the Virgin Islands we are committed to demonstrating inclusiveness throughout the organization. We are actively creating a community that intentionally engages individuals with diverse backgrounds, talents, skills, ideas, and perspectives to weave a vibrant learning and working environment. We celebrate the contributions and accomplishments of our staff; and foster a culture of engagement through collaboration, cooperation, effective communications, and professional development opportunities that build capacity for faculty, staff, and students to succeed.

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|---|---|--|------------------|--|
| 1 | Create a Culture of Inclusion. | A. Make diversity a source of learning, understanding, and change by incorporating this value and insight into at least 2 additional courses per year. | Faculty Training | By AY 2020 | Provost, Academic Deans, CETL, Faculty |
| | | B. Provide multiple professional opportunities for faculty and staff to grow in cross cultural competencies. | Training | By AY 2021 | HR, CETL, ITS |
| | | C. Provide at least 3 events annually for students, staff, and faculty that celebrate diversity, including religious diversity. | Events | By AY 2021 | HR, CSAP |
| | | D. Increase the diversity of the faculty by establishing fellowships and programs that bring 1 faculty member per year from diverse backgrounds to campus for extended periods. | Funds Support for Immigrant Visas, Training support | By AY 2021 | HR, Academic Deans & Deans of Students |
| | | E. Emphasize, celebrate and promote UVI's distinction as an HBCU through convening at least two events annually that focus on this tradition. | \$20,000, Programming and Marketing | By AY 2020 | President, IA, Public Relations |
| 2 | Develop innovative strategies for providing competitive salaries and bonuses to employees. | Establish a mechanism through which salary increases, or bonuses for stellar performance, occur at least every 2-3 years. | \$3,000,000, Input from Staff Council and AAUP | By AY 2022 | President, Cabinet |
| 3 | In collaboration with the Smithsonian Institution, UVI will strengthen the premier Virgin Islands | Develop and sign an MOU with the Smithsonian Institution's National Museum of African American History and Culture, to provide at least 5 research, other service, or | VICCC, Relevant research, Travel resources for presenter | By AY 2020 | VICCC, RPS, CLASS, President |

| # | Strategic Goals | Measurable Objectives | Resources | Completion Dates | Responsible Unit(s) |
|---|---|---|---|------------------|----------------------------|
| | Caribbean Cultural Center and disseminate its related research and findings. | exhibition opportunities for UVI faculty, staff or students. | | | |
| 4 | Build a Campus Culture of Engagement. | A. At least 15% of employees will attend co-curricular and athletic events. | \$130,000 for Public Relations Specialists, Athletics, Student Affairs, Method for tracking employee attendance | By AY 2021 | President, Cabinet |
| | | B. Implement an annual campus-wide Day of Service with participation of at least 5 UVI departments. | Facilitator, Release-time for team members | By AY 2021 | President, Cabinet |
| | | C. Review and enhance the shared governance structure with input from at least 20% of the UVI population. | Release-time for Council meetings | By AY 2021 | President, Cabinet, Senate |
| 5 | Strengthen workplace strategies that maximize health and wellness, productivity and success of the campus' diverse faculty and staff. | A. Institutionalize and enhance the University-wide Health and Wellness Plan by providing release time for employees for wellness related activities. | Cigna Wellness Program | By AY 2020 | HR, CSAP |
| | | B. 15% of employees will participate in at least one wellness activity each year. | CIGNA Wellness Program | By AY 2022 | HR |

Implementation and Resources

With programs and approaches that incorporate creativity, UVI will become a distinctive and innovative institution, a beacon for community engagement, outreach with research-based, data-driven, and proven strategies that lead graduates to excel in the workforce. The University will reinforce the student recruitment process to maximize student access to higher education and success and achievement, through the development of innovative strategies that engage and support individuals as they pursue their academic and career goals. We will identify and proactively eliminate barriers to student access, recruitment, success and achievement and will commit to enhancing our knowledge of industry standards of practice and embrace continuous innovative learning.

UVI will operate in an environment where processes are aligned, and protocols are well-documented, and where accurate data supports decision-making. In an environment that values people, relationships, and culture as a fundamental tenet of all operations, the University will execute a model that values all people and relationships through its curriculum, assessment, and operational effectiveness.

UVI will achieve Greatness through the implementation of this creative and innovate strategic plan, covering our activities from 2018 through 2023. The projected cost of \$73,270,960 over five (5) years, though apparently daunting, is manageable, as \$45,000,000 are costs associated with the rebuild of the campuses after the damages from Hurricanes Irma and Maria in September 2017. UVI buildings will have to be reconstructed in a more resilient manner, a process funded by insurance and federal funds. An additional \$15,000,000 is ear-marked for the territorial workforce development initiative, through which the Government of the US Virgin Islands is expected to fund Virgin Islands high school graduates pursuit of a college degree. Outside of those two initiatives, plan costs total \$13,270,960. With a focus on introducing creative problem solving and ideation throughout UVI, we plan to leverage existing resources in achieving success.

One of the realizations from the 2016-2017 Self-Study is that UVI experiences a major challenge with growth and maintenance of fiscal resources to support program development and continuity. To this end, targeted fundraising and grant proposals are critical strategies for ensuring that adequate resources are available for supporting the strategic goals.

| # | Focus Areas | No. of Strategic Goals | No. of Measurable Objectives | Costs |
|--------------|--|------------------------|------------------------------|---------------------|
| I | Innovation & Distinction | 6 | 15 | 5,590,960 |
| II | Leadership & Excellence in Academics, Research, & Public Service | 6 | 24 | \$1,595,000 |
| III | Student Access, Recruitment, & Success | 10 | 38 | \$15,763,000 |
| IV | Measurement, Analysis, Knowledge Management & Results | 3 | 8 | \$150,000 |
| V | Operational Efficiencies & Focus | 5 | 9 | \$47,022,000 |
| VI | Valuing of People, Relationships & Culture | 5 | 12 | \$3,150,000 |
| TOTAL | | 35 | 106 | \$73,270,960 |

Appendix A: Strategic Planning Task Force

| # | Name | Constituent Representative | Email Address |
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| 1 | Dayle Barry | Staff | dbarry@uvi.edu |
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Appendix B: Focus Area Committees

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