

**TESTIMONY OF PRESIDENT DAVID HALL  
UNIVERSITY OF THE VIRGIN ISLANDS**



**BEFORE THE  
COMMITTEE ON FINANCE**

**29TH LEGISLATURE  
OF THE U. S. VIRGIN ISLANDS**

**EARLE B. OTTLEY LEGISLATIVE HALL  
ST. THOMAS, U.S. VIRGIN ISLANDS**

**AUGUST 8, 2012**

Good morning, Chairman Dowe and other members of the Committee on Finance, other members of the 29<sup>th</sup> Legislature present, other testifiers, members of the Press, persons in the viewing and listening audiences, ladies and gentlemen. My name is David Hall, President of the University of the Virgin Islands, and it is indeed an honor for me to appear before this distinguished body to present the University's budget request for FY2012-2013, report on accomplishments, and respond to questions posed.

To assist with today's presentation, I have with me Dr. Camille McKayle, Interim Provost; Ms. Shirley Lake-King, Vice President for Administration and Finance; and Ms. Dionne Jackson, Vice President for Institutional Advancement. Also present in the audience are key support personnel, Directors of various programs, Deans, and other Cabinet members.

I am pleased to present to you the University's Fiscal Year 2012-2013 appropriation budget request. We are very appreciative of this body's consistent support of the University's past requests and we look forward to your continued support.

Recognizing the current fiscal climate in the Territory, I see the need to use a different approach to the University's Budget Hearing presentation than we have had in the past few years. As such, I have organized my presentation into five sections. First, UVI's role in the USVI community is highlighted. Second key accomplishments and highlights of the year are presented, along with challenges faced. Third, key institutional goals for FY2012-2013 are presented, with special emphasis on the launching of UVI's new strategic plan, *Pathways to Greatness*. This is followed by the presentation of the history and impact of budget reductions at UVI. Finally, the University's specific budgetary request and strategy for operating within the framework of the proposed local funding level are presented.

### UVI's Role in the USVI Community

As you are well aware, these are extremely challenging times with respect to the economy. Given this, I believe that it is critically important that I spend a portion of my time today sharing with you and those in the viewing and listening audiences the significant role that UVI has played and continues to play within the Territory and the wider Caribbean region. For the past 50 years, UVI has added value to the Territory by being responsive to the needs of the community through the numerous graduates we have produced. This single reality has changed dramatically the quality of leadership that exists, and the availability of individuals to address the critical workforce needs. As the only public, higher education institution in the Territory, UVI has served as **transformational** for many who otherwise would not have been able to earn higher education degrees. Our graduates are employed in virtually every government agency and every branch of government in the Territory, as well as within the private and not-for-profit sectors.

At critical moments of challenge, enlightened legislative bodies and governmental leaders must not be shortsighted in their view of higher education. If the



Virgin Islands wants to be a major player in economic development in the future, and if we are to address the critical financial challenges that we presently confront, then we need to look candidly at the funding decisions that are being made because the optimal ones will propel us forward, but the wrong ones will only retard our growth.

It is noteworthy that, with respect to higher education, President Obama and others have advocated for a dramatic increase in the number of college graduates in order for the United States to reclaim its top ranking in regards to producing the highest percentage of college graduates in the world. This position has been embraced because of the recognition that having well-prepared, college graduates is a key to economic development and leadership. Yet, despite the hard work of the University of the Virgin Islands in the last fifty years, the USVI is behind the curve in addressing this challenge and attracting businesses to the area.

Based on the 2008 American Community Survey (U.S. Census Bureau), for the U.S., 37.9% of adults 25-64 have earned a college degree (AA or higher), with individual state percentages ranging from a high of 49.7% (Massachusetts) to a low of 26.5% (Arkansas). For our neighbor Puerto Rico, 31.6% of adults 25-64 have earned a college degree. For the U.S. Virgin Islands, based on the 2008 Virgin Islands Community Survey (Eastern Caribbean Center, UVI), only 22.9% of adults 25-64 have a college degree, with 17.1% attaining a Bachelor's or higher degree; and 11.7% attaining a Bachelor's degree only. This puts the U.S. Virgin Islands below every state and Puerto Rico with respect to college degree attainment. Given President Obama's national goal of *leading the world with the highest rate of college graduates by 2020* and the Lumina Foundation's "big goal" -- *to increase the percentage of Americans with high-quality degrees and credentials to 60% by 2025*, we have a significant task ahead of us over the next 8-13 years, if the Territory is to meet these goals.

So this is not the time to handcuff the University, but to invest in it so that the economic environment is improved for everyone. Though these are challenging economic times, they are also the times when those entities that have the potential to propel the Territory forward should neither be overlooked nor neglected. I do not expect the University to be completely immune from sharing in this crisis of reduction, but I do plead with this body to assist UVI in moving forward and not backwards.

In addition to our indirect contributions to economic development in the Territory, UVI has also been a major direct contributor to economic development. Through the VI-Small Business Development Center (VI-SBDC), UVI has worked with small business owners in the development of business plans, the securing of loans to support their businesses, and by providing other services to help promote the health of small businesses in the Territory.

Also, through the Agricultural Experiment Station and the Cooperative Extension Service, UVI has provided support and assistance to local farmers - both livestock and crop farmers to improve the outcomes of their farming. Also, countless students in the K-12 school system have been impacted through partnerships with schools and adult learners of all ages have had to opportunity participate in courses in areas such as computer literacy, sewing, and cooking. Through the Eastern Caribbean Center, UVI

has conducted research studies that have been pivotal in resource allocation decisions by the federal government to the Territory. This unit has also conducted the last three decennial censuses of the Territory as well as community and household surveys.

Further, UVI has responded to requests from various agencies such as the Departments of Education, Human Services, Health, Police, and Tourism in offering cohort driven degree programs such as the Education Specialist degree program in School Psychology; the Associate and Bachelor degree programs in Inclusive Early Childhood Education; the Master's degree program in Counseling Psychology; the Associate and Bachelor degree programs in Criminal Justice; and the Bachelor of Business Administration in Hotel and Tourism Management. UVI faculty and staff are also called upon regularly to lend their expertise to issues relative to the environment, health disparities, economics, research, educational and public policy matters, and cultural and historical matters pertaining to the U.S. Virgin Islands and the broader Caribbean. These examples are just a snapshot of the breadth of the reach of UVI in the Territory and the wider Caribbean.

### **Accomplishments and Highlights: 2011-2012**

During the present fiscal year, there have been many significant accomplishments at UVI. The highlighted accomplishments are attributable to the dedication and commitment of the faculty, staff and students who tirelessly create and contribute to the character of this special institution. The Board of Trustees continues to be extremely supportive of our aspirations to move the University along the path to greatness, and I publicly thank them for their unwavering investment of time, resources, and wisdom. In the interest of time, I will only share some of the highlights of accomplishments related to the broad institutional goals which were shared during the University's Budget Hearing presentation last year.

- Implementation of the 13D Student Entrepreneurial Competition during the 2011-2012 Academic Year. Working individually or in teams, a total of seventy-two students participated in the 13D competition, which commenced October 2011 and culminated in May 2012. Eight teams were advanced to the final round of the competition, a day-long event held on May 4, 2012 on the St Thomas campus and witnessed by local media, faculty members, interested members of the community. The top three teams received monetary awards of \$30,000, \$20,000, and \$10,000 for first, second, and third place, respectively. This accomplishment, made possible through funding provided by Kiril Sokoloff, an RTPark tenant, is a demonstration of the University's vision of being an institution that embraces the tenets of entrepreneurship and provides opportunities for our students to become entrepreneurial in their thinking and actions.
- Implementation of Hotel and Tourism Management Program: During the past academic year, the University also began offering classes in the new Hotel and Tourism Management Program. A coordinator was hired and courses offered. The University is in the process of hiring a Program Director, who should be in place within the next month.

- **Launch of Leadership and Organizational Effectiveness Institute:** The University launched the Institute for Leadership and Organizational Effectiveness in spring 2012. The inaugural offering of the Institute centered around a professional development activity for UVI managers, administrators, supervisors, and members of key constituency groups, to include the UVI Faculty, UVI Senate, Staff Council and Student Government Associations. Through the Institute, UVI has also been working with several government agencies in the area of strategic planning.
- **Development of 5-Year Strategic Plan:** We are pleased to report that, after approximately nine months of work, the University now has a new, five-year strategic plan, Pathways to Greatness – Honoring our Past – Creating our Future, which will be implemented at the start of FY 2012-2013. A copy of the strategic plan can be accessed through the UVI website at [www.uvi.edu](http://www.uvi.edu).
- **The University celebrated its 50<sup>th</sup> year of providing higher education programs and related services in the Territory on March 16, 2012.** To commemorate this significant milestone, the University launched its Golden Jubilee celebration with kick-off receptions in January 2012. Since that time, the University has also instituted a 50 for 50 Campaign geared at getting 50% of alumni to contribute to UVI this year. I am pleased to report that we have reached the 30% mark, which is a significant increase from the 13% level from last year. In the remaining two months we hope that more of our alumni will contribute so we can reach this historic 50% level. Additionally, a blog, We Are UVI has been established and the University had its first UVI Research Day, to highlight the research of faculty, staff, and students at UVI. These represent just a few of the Golden Jubilee related activities that have taken place to date.

The accomplishments presented above are just some highlights of a very productive and successful year for UVI. This was due, in part, to the University's continued commitment to function within the framework of the Seven Management Values which resulted in a reduction of the turnaround time in regards to certain services; the provision of better services to our customers; and more informed and thoughtful decision-making. Additionally, much work was done during the fiscal year to institutionalize each value, resulting in the University's steady movement towards increased effectiveness and efficiency in the management of the resources which are provided by this body and other persons and entities. More detailed accomplishments are delineated in **Appendix I**.

### **Areas of Focus for Fiscal Year 2012-2013**

It is in the spirit of informed and thoughtful decision-making that we share with you some broad areas of focus for the next fiscal year. As we begin the 2012-2013 Academic Year and prepare ourselves for the start of Fiscal Year 2012-2013, the University is poised to continue work on the institutional goals that we reported on earlier, to ensure that they are fully achieved by the end of the fiscal year. With respect to movement on new facilities, we anticipate having a ribbon cutting ceremony for the new residence hall on the St. Thomas campus in the near future, with the finished

facility ready to accept students fall 2012. I want to personally thank the members of the Legislature and the Governor for supporting this effort and making this major investment in the quality of life for our students. I hope each of you can be present for the Grand Opening on September 6, 2012.

As we move into FY 2012-2013, the University will continue its efforts to preserve and enhance its academic and financial viability amidst the financial challenges. Further, the University will solidify programs that impact students in a very direct way; academic programs that will provide current and prospective students with a wider range of career options and respond to community needs; programs that will demonstrate UVI's continued role as a leader in the community and projects that move us closer to addressing pressing facilities' needs.

The following projects and initiatives will be critical to our efforts for the next academic and fiscal years.

First, we are very excited about the bold and ambitious strategic plan, *Pathways to Greatness*, which will be launched in October. This strategic plan has six focus areas, namely: academic quality and excellence; student development and success; community engagement and globalization; modern and safe university environment; organizational and human development; and financial sustainability and growth.

Second, we have laid the foundation for the development of entrepreneurship at the University. Building on this foundation, the University plans to move forward with work on the establishment of the UVI Entrepreneurship and Innovation Center. It is envisioned that the Center will connect entrepreneurs and business ideas with venture capital funding, and that these monies would fund entrepreneurial projects, provide technical, staffing and mentoring support to clients as well as fund the infrastructure to operate the Center. Further, it is anticipated that the Center will assist in the development and management of innovative entrepreneurial initiatives and contribute to the economic development of the Territory, in part, through the creation of employment opportunities.

Third, the University's Caribbean Center for Green Technology is poised to build on the efforts of the impending 5MW photovoltaic project through the establishment of the UVI Green Technology Eco Industrial Park on the island of St. Croix. It is envisioned that the Park will attract businesses that focus on the following: manufacture and assembly of solar thermal panels; alternative energy production; renewable power battery assembly; conversion of tires to oil (landfill to energy); and commercial hydroponic-aquaponic farming, to name a few. It is also anticipated that the establishment of the Industrial Park will lead to job creation.

Fourth, we will establish a Center for the Nurturing and Preservation of Virgin Islands and Caribbean Culture. Through this Center, we hope to provide increased access to literature and artifacts related to the U.S. Virgin Islands and the wider Caribbean. The Center will host programs from time to time to bring members of the community together and enhance both knowledge of and appreciation for the cultures of the Virgin Islands and the wider Caribbean.

As we move closer to the new fiscal year, we will be developing more detailed institutional goals. Though we are moving into FY 2012-2013 in a climate of fiscal challenges and uncertainty, we are firmly committed to honoring the University's mission and leaving an indelible mark on the students who walk through our doors and on this Territory and our neighbors near and far. We want to be known as a transforming force in the lives of those we serve and on the communities from which our students hail.

### **The History and Impact of Budget Reductions**

With the passage of the Virgin Islands Economic Stability Act of 2011, the University was legally required to institute an 8% reduction in salaries, for persons earning more than \$26,000, effective the first week of July 2011. Though I understand the reason for this reduction, it has had a serious impact on our ability to retain and attract some of our most productive faculty. I have personal knowledge of high performing faculty who upon their departure indicated that the reduction in salary put them so far behind their peers at other institutions in the states making it difficult to continue with us. This reduction has also made it harder to convince individuals from the mainland to join us for faculty or administrative positions. I hope that in the near future this body will be able to assist us in addressing this challenge. As well as the 8% reduction, which carried over to our FY 2011-2012 appropriations from the local government, the University also experienced a \$1.5M reduction in operating funds which had to be absorbed across component units at the institution.

Furthermore, the University received correspondence from the Office of Management and Budget in December and then again in February 2012 indicating two separate reductions (\$1,027,609 each) to the University's allotment level. As such, the final allotment level for our FY 2011-2012 budget from the V.I. government was \$29,563,534. These reductions in the University's allotment from the GVI have had far reaching impacts on the University. Because this is a budget hearing session, it is vitally important that we share briefly with you some of the specific adverse impacts that these reductions have had on the University and our ability to optimally meet our mission.

First, in the area of staffing, 35 staff positions have had to be zero-funded, to include four security positions and five physical plant positions. These decisions regarding staffing positions have resulted in increased stress for current employees and added challenges in the institution's ability to timely provide services to internal and external customers. Additionally, the University has had to significantly reduce its funding of professional development activities, in response to the reduction in operating budget funds. Thus, given the freezing of positions and the limited opportunities for professional development for staff, we have been experiencing challenges in the area of employee morale.

These staffing challenges have impacted the extent to which we can provide quality programs and services to our students. For example, we have been unable to fill counselor positions that provide support services to our students in the area of financial aid and we have had resignations from staff in the area of Students Affairs

who provide direct support for student activities. There has also been the need to reduce library hours on the weekend, which is a direct result of budget reductions. Our services to students will be affected by these reductions, and our ability to address their growing need for additional courses, services and program will be halted.

With respect to day to day operations, the budget reductions that the University has had to absorb this fiscal year have resulted in fewer operating resources within component budgets for component heads to address operational issues. Of particular note is that the budget reductions have resulted in fewer resources to address safety and security issues as well as fewer resources to maintain campus facilities.

### **Fiscal Year 2012-2013 Budget Request**

It should be evident from the projects and initiatives shared, that UVI has great ambitions and clearly understands its mandate and its purpose for existing within this community. In order for us to effectively address the identified projects and initiatives, and continue to gain momentum on our path to greatness, it is critical to have the level of financial support that will allow us to move forward boldly and confidently towards the completion of projects and achievement of initiatives. You can greatly assist us on our journey by supporting the University's budget request for FY 2012-2013.

Please note that on March 2, 2012 the University submitted its FY2012-2013 budget request totaling \$28,104,581 based on information received from the Office of Management and Budget (which reflected an 11% reduction from our prior year appropriation). This is the same amount submitted by Governor John P. deJongh, Jr. in his June 10, 2012 submission of the Fiscal Year 2013 Executive Budget. This reduction of 11% in the general operating appropriation, which follows an 8.8% reduction from the prior year, would severely impact the University's ability to respond to the increasing educational needs of the Territory.

The breakdown of the University's FY2012-13 budget request, as approved by the Board of Trustees, is as follows:

1. General Operating Appropriation	\$ 22,908,637
2. Debt Service Requirements	3,992,205
3. SBDC Local Matching Requirements	300,000
4. Senior Citizen's Tuition Requirements	87,773
5. Valedictorian and Salutatorian Scholarships	400,966
6. Community Engagement and Lifelong Learning	100,000
7. Green Technology Program	200,000
8. Hotel Management Program	100,000
9. John Brewers Beach Bathhouse Maintenance	<u>15,000</u>
<b>Total Operating Requirements</b>	<b><u>\$ 28, 104,581</u></b>

Though we have made the requisite reductions in our budget request and adopted budget reduction strategies consistent with Budget Reduction Principles as



approved by the University's Board of Trustees, this budget, if approved as submitted, will have a negative impact on the quality of life for our students and employees.

Our present budget request for funding the following programs remains at the FY2011-12 level: Debt Service, SBDC match, Senior Citizen's Tuition waivers, Valedictorian and Salutatorian scholarships, Community Engagement and Lifelong Learning (CELL), Green Technology, Hotel Management program, and maintenance of the recently added John Brewers Bay Bathhouse.

The general operating appropriation of \$22,908,637 will be used to support salaries and fringe benefits for the University's faculty and staff; books, equipment, supplies, laboratories, professional services, and other legitimate expenses of the University. This amount has dropped from 60% to 51% of the operating budget of the University, inclusive of revenues and expenditures. **Appendix II** provides details of the University's Fiscal Year 2011-2012 operating budget inclusive of revenues and expenditures as of June 30, 2012.

The amount of \$3,992,205 for debt service, in addition to servicing our debt obligation for completed projects, will allow the University to service the debt we are incurring for the construction of a state of the art residence hall on the St. Thomas campus, slated for occupancy fall 2012. Another project to be financed through the debt service appropriation is the fit-out of classrooms, laboratories, and faculty offices in the Research and Technology Park building presently being constructed on the Albert A. Sheen St. Croix campus.

Once again, I must express my appreciation for your vision and wisdom in appropriating funds for the creation of the Green Technology Program at the University. We launched the Caribbean Green Technology Center (CGTC) in April 2011. The center is positioned to be the premier facility for leading the creation of a sustainable energy future for the Caribbean. We look forward to your continued support and participation in this important initiative which will benefit the people of the Territory for generations to come.

The University continues to be innovative with the limited resources available to us. We are continuing our efforts to strengthen and explore strategies to achieve efficiency and effectiveness in the delivery of programs and services. Additionally, we will continue our efforts to identify and pursue alternate funding sources to launch a number of initiatives to prepare our institution for new challenges and developments that lie ahead.

### **UVI's Approach to Addressing Reduced Appropriation Dollars**

Finally, I will share with the Committee the University's preliminary approach to absorbing the \$3.5M reduction in appropriation dollars. Through the University's shared governance process, which included representation from students, faculty, staff and the administration the following strategies were adopted:

- ✓ Freezing vacant positions at a level of \$2.0M
- ✓ Reduce travel budget by 50%



- ✓ Reduce Food budget by 50%
- ✓ Eliminate two Executive level positions

As indicated earlier, these reductions will have a critical impact on our operation, and have the potential to put us on a path toward mediocrity and not a pathway towards greatness. Thus I plead to this body to consider adding back to our budget some of the resources that were reduced. In particular, I ask that you consider adding \$750,000 to our operating budget so we can hire critical security, counseling and physical plant personnel. Without these positions and others, we would be asking our students to go without the types of services and resources, not only that they deserve and desire, but that are vital for their academic success and subsequent success as contributing members of this community. In addition, we will be applying for a renewal of our EPSCoR grant that services the entire Territory in the area of science and technology. We anticipate that our match will be over \$250,000 annually for the life of the grant. This is a one-time contribution but will attract over \$15 million to the Territory.

Finally, one of the pressing needs for the University is to continue to enhance the quality of our facilities, especially on our St. Croix campus. For too many years, St. Croix students have been without an indoor sports and fitness center that is comparable to that of their peers on St. Thomas. The next building in our facilities development plan is a Multi-Purpose building that would provide an indoor athletic facility, a place for graduation and a facility that can attract sports tourism to St. Croix. If our debt service line is increased by \$500,000 we would be able to make enormous steps towards construction of this facility. We are committed to raising the additional funds from private and federal sources for the building which we estimate will cost approximately \$10 million. These increases will not fully restore the University to where we were last year, but it would allow us to continue with some forward momentum instead of moving backwards.

These are challenging times for the Territory and for us as individuals. However, higher education must be preserved and supported even in challenging times, because a highly educated populace serves as the engine for economic and social progress. UVI understands that we must share in the burden of this economic challenge, but we also know that your investment in our students is an investment in our future and in the future of these islands. I am confident that it will be a bright and productive future.

I thank this legislative body for your past support, for your dedication to UVI and for believing in the bright future that awaits this University and the Territory. Thank you for this opportunity to appear before you today and I look forward to answering your questions.

# **APPENDIX I**

## **SELECTED ACCOMPLISHMENTS**

**FY 2010-2011**

**OCTOBER 1, 2010 – SEPTEMBER 30, 2011**

**SELECTED ACCOMPLISHMENTS  
FISCAL YEAR 2011-2012**

**UNIVERSITY OF THE VIRGIN ISLANDS  
APPROPRIATION REQUEST  
FOR  
FISCAL YEAR 2012-2013**

**SUBMITTED BY  
DR. DAVID HALL  
PRESIDENT**

**AUGUST 2012**

The University of the Virgin Islands is pleased to present selected accomplishments for FY 2011-2012. These accomplishments are presented within the framework of the Seven Management Values that currently serve as the approach to the work that is done at UVI with respect to academic excellence, institutional improvement, financial sustainability, and community engagement. The accomplishments highlight student achievements and opportunities provided for student research, student development, and student leadership. Further, the accomplishments demonstrate systematic, ongoing support provided to students at UVI in support of their academic and overall growth and development.

There are also accomplishments which demonstrate faculty scholarly activities with respect to presentations at academic conferences, publications in scholarly journals; and participation in academic organizations. Additionally, the accomplishments reflect the engagement of staff in professional activities, to include conference attendance and participation as presenters and participation in professional development activities.

The accomplishments reflect significant progress with respect to infrastructure and operational improvements that enhance the delivery of services to students, faculty and staff. These improvements contribute significantly to UVI functioning as a high performing institution that is truly service oriented.

As will be evident by some of the accomplishments presented, the University has exercised fiscal responsibility by seeking out, and successfully obtaining, external funding to augment the local government appropriations. Through the procurement process, the University used the competitive bidding process to ensure the highest quality service for the most competitive pricing. Over the past year, UVI actively reached out to potential donors and alumni to strengthen connections with a view toward increasing financial and other support for the University.

Finally, during FY 2011-2012, the University paid particular attention to the spiritual and emotional health of students, faculty and staff, given the economic challenges that led to the reduction of salaries and the reduction of certain services. Yet, the University's focus on institutionalizing high quality, service, uncompromised integrity, informed decision making, fiscal responsibility and performance assessment as a framework within which to achieve academic excellence, institutional improvement, financial sustainability and community engagement remained firm.

## ACCOMPLISHMENTS DEMONSTRATING UVI'S COMMITMENT TO BEING A HIGH PERFORMANCE INSTITUTION WITH A FOCUS ON QUALITY

The University continued to demonstrate its commitment to being a high performing institution with a focus on quality through the delivery of quality programs and timely service; the production of quality documents that reflected completeness, accuracy and consistency; and the identification of areas of risk and potential vulnerabilities and the development of strategies to address identified vulnerabilities. Additionally, the University continued its focus on addressing accreditation requirements and providing a quality academic experience for students. Selected accomplishments that demonstrate the University's continued commitment to being a high performing institution are delineated below.

### Student Accomplishments

- ✦ In academic year 2011-2012, 380 students received associates, bachelors and masters degrees. There were 337 graduates in the previous academic year.
- ✦ Twenty UVI students attended the Annual Biomedical Research Conference for Minority Students (ABRCMS) in St. Louis in November 2011. Stephan Bitterwolf won a prize for best poster in the computational sciences at ABRCMS for work done jointly with UVI Professor Dr. Marilynn Brandt and a summer research mentor at the University of Hawaii.
- ✦ Four students working in the Biotechnology & Agroforestry lab conducted multi-generational plant breeding trials on Sorrel and another student evaluated methods to increase germination rates of endangered plant species.
- ✦ Two students working in the Animal Science lab participated in data collection on a USDA-NIFA-TSTAR grant evaluating heat tolerance of Senepol cattle with collaborators from Cornell University, University of Arizona and the University of Hawaii. One of the students will be coming back to work during the summer of 2012.
- ✦ Chinaemere Igwebuikwe won a prize for best oral presentation in the developmental biology and genetics section for research done during the summer at Boston University
- ✦ Two community Research scholars under the mentorship of Dr Edith-Ramsay-Johnson were awarded funds to conduct health related research. Greta Hart-Hyndman completed her research analysis of VI homicides as a public health issue, and used this work as her project to complete her doctorate of nursing practice (DNP) degree. She successfully defended her project at a public forum hosted at UVI, and was award her DNP degree from the University of Wisconsin in May 2012.
- ✦ Barry Volson, UVI marine biology graduate, just defended his PhD in oceanography at the University of Rhode Island.
- ✦ Five undergraduate students were invited to interview for the Boston University Early Medical School Selection Program. Three of the students were accepted into the program, Denise Dorival, Marisella Narcisse, and Nerissa Washington.
- ✦ Jazmin Townes, nursing student, held teaching sessions with health professionals in the community to increase awareness of postpartum blues and depression at the Schneider

Regional Medical Center (SRMC) Prenatal Clinic. The East End Clinic on St. Thomas and the Myra Keating Clinic on St. John adopted the guidelines created.

- ✦ Shaynae Smith made a presentation followed by a workshop on anti-bullying in the Addeleta Cancryn Junior High School on St. Thomas
- ✦ Over the school year 57% of CSS student-advisees who were on probation improved their GPA by following an advisement plan devised by CSS staff.
- ✦ Sixteen (16) graduates of the spring 2011 graduating class of the ASN program achieved a 100% NCLEX-RN pass rate. For the 12 spring 2011 BSN graduates, 10 took the NCLEX-RN with a 90% pass rate. The national pass rate is 89%.
- ✦ Despite the overall decrease in new student enrollment for fall 2011, first-time freshman enrollment on St. Thomas increased by nine-percent (9%) over fall 2010
- ✦ Enrolled 14 US Virgin Islands Valedictorians and Salutatorians in fall 2011. The mean UVI cumulative grade point average of these students is 3.26.
- ✦ The Student Government Association Sports Committee and student athletes, travelled to the St. Croix Albert Sheen, Sr. Campus to compete in the Spring Olympics from April 13 - 15, 2012. Ninety five students participated in different games, including thirty -two students from the St. Thomas campus. STT Student Activities Supervisor, Melvin McBean assisted in coordinating the St. Thomas athletes' participation and accompanied the students to St Croix for the weekend. It was an opportunity for students to bond and build relationships between campuses
- ✦ The 32nd Annual Miss UVI Ambassadorial Competition was held at the Reichhold Center for the Arts on Saturday, March 31, 2012. Three (3) St. Thomas campus female students and one St. Croix campus student participated in the competition. The Albert A. Sheen Campus student, Ms. Ivory Carter, was crowned Miss UVI 2012-2013. This event was sponsored by the St. Thomas Campus Student Government Association Queen's Committee with support and assistance from the St. Thomas Student Activities Supervisor, Melvin McBean. Also, in observance of the Golden Jubilee Celebration, six former CVI/UVI queens made an appearance at the Pageant. (Dr. Rita Josiah-Howard, year crowned (69), Ellen Brewster (74), Wanda Dipnarine (75), Dr. Wendy Coram (88), Lisa Wynne-Magnuson (98) and Joneisa Smith (2010).
- ✦ The Class of 2012 50-for-50 Alumni campaign yielded over \$5,000, with a 65% class participation rate.

#### **A. Faculty and Staff Accomplishments**

- ✦ Rick Nemeth published 2 book chapters and coauthored 1 peer reviewed scientific publication (Nemeth, R.S. (2012) Ecosystem aspects of spawning aggregations. Chapter 2 In Y. Sadovy de Mitcheson and P. Colin (eds), Reef Fish Spawning Aggregations: Biology, Research and Management. Springer pp: 21-56; Nemeth, R. S. (2012) Species Case Studies: Red hind – *Epinephelusguttatus*. Chapter 12.3 In Y. Sadovy and P. Colin (eds), Reef Fish Spawning Aggregations: Biology, Research and Management. Springer pp. 412-417; Rhodes, K.L. , McIlwain, J., Joseph, E. and Nemeth, R.S. (2012) Reproductive movement, residency and fisheries vulnerability of brown-marbled grouper, *Epinephelusfuscoguttatus* (Forsskål, 1775) Coral Reefs (in press)

- ✦ Co-authored article: Downer, D and Callwood, G. B. Developing an Effective HIV/AIDS Response for Women and Girls in the U.S. Virgin Islands (2011) *Women's Health Issues* (Vol. 21, No. 6S) November/December
- ✦ Paul Jobsis, Jan-Alexis Barry (student) Stephen Ratchford,; and Agene Rogers (student) presented a poster at the Benthic Ecology meeting in March entitled "Interspecific Protection Provided by Sea Anemone Mucus may Aid in Symbiotic Fidelity"
- ✦ Dr. Suzy Harney, Associate Professor in the School of Education and Ms. Janney Hawley, a graduate student in the School of Education presented at the "Islands' of the World Conference XII" in Tortola, BVI on May 29, 2012. The presentation was entitled: *Examining Recidivism and Education in the United States Virgin Islands Prison System.*
- ✦ Dr. Thomas Zimmerman, Associate Professor of Biotechnology, attended the USDA Regulatory Permitting and Compliance Workshop and received training and was granted certification for work with genetically modified crops as part of his research program.
- ✦ Dr. Robert Godfrey, Director and Professor of Animal Science, was appointed President of the Southern Section of the American Society of Animal Science in February 2012. His duties include organizing the annual conference and serving as a liaison with the national headquarters of the American Society of Animal Science.
- ✦ Business Counselor Justin Parker completed his certification as a Certified Global Business Professional through the National Association of Small Business International Trade Educators (NASBITE). Through this certification, the VI SBDC can now expand the services offered for Global Business Management, Marketing, Supply Chain Management and Trade Finances.
- ✦ The Associate Campus Administrator (ACA) for Student Affairs on St. Thomas Campus in collaboration with the St. Croix ACA, and the assistance of a consultant, completed the final draft of the revised Student Code of Conduct. UVI Legal Counsel, Attorney Sam Hall and Marie Thomas-Griffith also reviewed the document for legal sufficiency and met with both ACAs and the consultant to discuss revising specific aspects of the Code. The final draft of the document was submitted to the President for review and was subsequently distributed to constituents groups. In addition, Student Government Association executives sponsored a forum to query administration about the draft Code of Student Conduct.
- ✦ Burt Chesterfield and Derval Prince attended a Cisco Systems certification training class in California October 9 -17. The Cisco Certified Networking Associate (CCNA) boot camp crams a comprehensive overview of foundational to advanced networking concepts, with an emphasis on network security, theory and practical application, in a small amount of time. Both Burt and Derval passed the series of tests and obtained their CCNA certifications. Cisco Systems is a large corporation that produces computer networking products and services. Cisco Systems is best known for their line of network routers. The University has 10+ Cisco routers on the UVI network.
- ✦ Sherna Gumbs, Special Collections Librarian, received a \$15,000 scholarship to participate in a nine month intensive leadership institute which began February 2012 under the direction of the HBCU Library Alliance. She will join nineteen (19) participants from other HBCU libraries in training and development to provide in-depth educational leadership programming at their home institutions. The curriculum includes dynamic



topics such as components of successful leadership, relationship management, measuring the effectiveness and impact of library services, and aligning performance with strategy. Monthly web-based classes will be taught using expertise from the HBCU Library Alliance community. A mentoring component will provide effective mentorship during the Leadership Institute and strengthen mentoring on individual campuses and within the network of leadership in the HBCU Library community. The HBCU Library Alliance project is funded by a grant from the Andrew W. Mellon Foundation.

## **B. Programmatic Accomplishments**

- ✦ The School of Education was granted candidacy status by the National Council for the Accreditation of Teacher Education (NCATE) at its October 2011 meeting. This milestone is the first step to achieve accreditation. Active work is continuing in the School of Education in preparation for a fall 2013 deadline.
- ✦ During academic year 2011-2012, four (4) new minors were approved by the faculty: Entrepreneurship, Fine Arts, English, and Communications.
- ✦ Delivery to the Lt Governor of a Comprehensive Street Addressing Plan for the VI that was managed by ECC in a \$63,985.00 project.
- ✦ For the first time at the University of the Virgin Islands, a Faculty Research Day was held. This event brought together faculty from Research and Extension Services, Schools and Colleges to stage the variety and depth of research carried out by the students, faculty and staff at the University. The Research Day is also a reflection of the renewed emphasis placed on active research jointly carried out between the Community and the University emphasizing that good research enhances the reputation of UVI. The event was held on April 14, 2012 on both the St. Thomas and Albert A Sheen campuses, simultaneously. There were seventy-two entries that covered an array of topics including Determination of the Equilibrium Constant of CMPO-HDEHP Systems, Data Mining Techniques and Applications: Sample Projects, Insight and Action for Student Success, to name a few. This event drew a large crowd of approximately 197 persons from the community and garnered press coverage.
- ✦ Effective October 1, 2011, the Virgin Islands Board of Nurse Licensure (VIBNL) instituted the Certificate of Readiness as a part of the application requirement to sit NCLEX-RN licensure exam in the territory. This must be given by the School of Nursing, and signed by the Dean. It reflects achievement of the percentile score on the Assessment Technologies Institute, Inc. (ATI) NCLEX-RN Predictor exam. This exam simulates the NCLEX-RN licensure exam and the percentile predictor score indicates the student's chances of passing the NLCEX-RN licensure exam. All students within the School of Nursing have been notified.
- ✦ During fall 2011, the College of Science and Mathematics conducted a successful Saturday Research Academy for area high school students. A total of 14 high school students participated on research projects relating to speech recognition, mobile robots, real-time systems, and railroad traffic control systems. The Saturday Research Academy is established to encourage area high school students to pursue undergraduate degrees in computing-related disciplines. A Saturday Research Academy was also held during spring 2012 on both St. Croix and St. Thomas.

- ✦ Funds were obtained from the USDA-NIFA program for Resident Instruction in the Insular Areas as part of collaboration with the other insular land Grant institutions. These funds are used to support students conducting research in AES labs, presenting their results at scientific conferences and for a student to attend an agriculture internship hosted by one of the other Insular Land Grants.
- ✦ Reviewed responses to an institution-wide Request for Proposals and selected five projects intended to enhance the likelihood of student success at the institution. Projects include:
  - *Comprehensive Faculty Development Program*—designed to provide professional development opportunities especially to faculty and staff, with an emphasis placed on part time faculty who are responsible for teaching a significant number of courses at the university.
  - *Integrated Approach to Academic Growth and Student Success*—a project that will direct its efforts to combine a number of activities including counseling, mentoring and tutorial services to students, toward the improvement of the institution’s retention and graduation rates.
  - *It’s All About the Students*—the enhancement of the institution’s management capability through the improvement of its technology infrastructure.
  - *Enhancing Environmental and Health Sciences*—modification of the science curricula to create minors in environmental and health sciences.
  - *Preparing Students for Broadcasting Journalism and Production*—enhancement of the Communications curriculum to prepare students in the field of broadcast journalism through the development of an institutional radio station.
- ✦ The Cooperative Extension Service (CES) participated in a variety of community engagement activities during the fiscal year targeted to both the youth and adults within the community. Some examples of community engagement activities include:
  - The promotion of the benefits of box gardening at Leonard Dober Elementary School to an audience of 42 students and 4 teachers.
  - 4-H youth entry in St. Croix Parade and carnival placed 1<sup>st</sup> runner-up for performance and presentation.
  - Sixth Annual Woodworkers Expo on St. Croix with an attendance of 400 over the 3-day period in December.
  - Continued co-sponsorship of the St. Croix and St. Thomas Agriculture and Food Fairs and Mango Melee that showcased CES programs.
  - Printing of the 2<sup>nd</sup> series of fruit poster – Tropical Fruits of the US Virgin Islands and its Nutritional Values.
  - Twelve radio shows promoting CES and other UVI departments on a local radio station – 107.9 FM.
  - Activities celebrating UVI’s 40 years as a land-grant institution – participation in WTJX Face to Face Program, an agricultural form and a mini agriculture and food fair.
- ✦ The Agronomy program designed and constructed a cover crop roller-crimper agriculture implement for use in low-external-input conservation tillage crop production systems. It is currently being tested in conjunction with externally funded research grants for use with tropical cover crops under local tropical conditions to increase soil fertility, conserve moisture, and to provide environmentally sound pest control measures.
- ✦ Access and Enrollment Services implemented several new initiatives to enhance recruitment activities, to include:

- Stop Out Open House programs/events for Non-Traditional students on the St. Thomas and Albert A. Sheen, St. Croix, Campuses in March 2012
  - “Afternoon of Information and Dialogue” sessions for local high school principals, Heads of School, and senior counselors on the St. Thomas and Albert A. Sheen, St. Croix, Campuses in May 2012
  - Conducted or participated in approximately 125 new student recruitment and outreach activities within, and outside of, the Territory. This number represents a 36% increase over 2010 -2011 recruitment and outreach efforts. Out-of-Territory recruitment and outreach included: Anguilla, Antigua and Barbuda, the British Virgin Islands, Dominica, St. Kitts and Nevis, St. Lucia, St. Martin, and the metropolitan Washington, DC area.
  - Conducted a new process for returning students with Financial Aid to reconfirm their attendance and information for the spring semester.
- ✚ Community members, UVI faculty and staff, and 47 students on the St. Thomas Campus, along with four honorary members, were inducted into the Golden Key International Honor Society, St. Thomas Campus Chapter, on April 1, 2012. The four honorary members are UVI Trustee, Edward Thomas; President of International Capital Management Company and UVI alumnus, Cornel Williams; Small Business Development Center Business Counselor/Training Coordinator, Mary Jo Williams; and UVI Executive Director of the Center for Student Success and Professor of Business, Dr. Eustace Esdaille. Ms. Carol Henneman, VI Board of Education Executive Director, served as the keynote speaker. Family members, faculty, staff and administrators were in attendance to congratulate the newly inducted honorees and students.
- ✚ In observance of the University Golden Jubilee Celebration and Women’s History Month, the St. Thomas Campus Division of Student Affairs, organized an Ideas and Issues Women’s Forum on March 29, 2012. Five UVI female alumni participated in the panel. They included UVI Trustee and Assistant CEO for Economic Development Authority, Jennifer Nugent-Hill, Gynecologist Dr. O. Anne Treasurer, Pastor Dr. Lucia Woods, First VI Military Pilot, Colonel Caroline Adams Fawkes, and UVI Professor of Education Dr. Rita Howard. The panelists addressed the “Changing Roles of Women over Fifty Years” and reminisce enthusiastically about UVI Ideas and Issues program and being a part of the CVI/UVI community.
- ✚ The St. John Academic Center continues to find its place at the University and within the Information & Technology Services Component. Enrollment and offerings continue to grow at the Center. During fall semester 2011, 11 courses (34 semester hours) were offered via videoconferencing systems. In the spring of 2012 that number grew to 19 courses or 61 semester hours. In spring of 2012, an additional 6 students – new to the University – were enrolled in courses. Attendees of the Center range in age from 16 to 72. The Center continues to show its value to the St. John community. One of the activities that supported this growth was the implementation of the Ezproxy service to improve remote access to the online databases and e-Books for students at the St. John Academic Center and throughout the territory. Ezproxy is an application for validating users who are authorized to access the libraries’ proprietary electronic resources. The service is hosted and administered by OCLC®. The UVI St. John Academic Center was featured in *American Libraries* January/February 2012 issue as part of the preserving the HBCU legacy report. The UVI entry was one of only two of nine HBCU Library entries selected for coverage in this publication. *American Libraries* is published for members of the American Library Association and is widely circulated. There were 44 students enrolled from St. John for the spring 2012 semester.

- ✦ The Center for Excellence in Teaching and Learning continues its efforts to provide resources to support faculty in the classrooms. For the fall semester 2011, there were 167 faculty using Blackboard version 8 for 417 courses. Some of the same faculty members were simultaneously testing Blackboard Learn (version 9) with active courses, in preparation for the transition to this new system. With the increase in the number of courses activated, it is expected that usage in spring 2012 will enable achievement of the 95% overall usage target for the academic year. At this time, the percentage of faculty using technology is 98%. Technology training initiatives have been offered to faculty for Blackboard, Adobe Connect Pro, and video conferencing technologies. Blackboard utilization by faculty who were trained is 75%. Adobe Connect Pro utilization by faculty who were trained is 50%. Seven faculty members attended the video conferencing technology training. Of those that attended 57% was actively teaching in videoconference classes during the semester. For this fiscal year faculty training was provided through external partnership with the SLOAN consortium. Seven faculty participated in webinars covering eight different topics. Two of the faculty were new training participants most attended training both semester.
- ✦ To ensure that student access to information for classes is not impeded, University librarians are increasing promotion of electronic resources for research during information literacy instruction, and have added a segment on eBooks specifically for Freshman Development Seminar classes. In addition, students are reminded of the availability of 24/7 computer labs, and campus-wide wireless network access. Using library databases off-campus just got easier. A new proxy service launched in November 2011 allows library users to access databases for research using the same login credentials used for connecting to the network on campus. This facilitates access to the online catalog, eBooks and online databases.
- ✦ Effective library collection development relies heavily on collaboration between faculty and librarians. Faculty knowledge of research and content within the disciplines supplemented by librarian knowledge of new and forthcoming publications, reviews, and other releases are the ingredients for building rich and useful resources for the benefit of student development. To strengthen the faculty/ librarian collaboration, the staff has identified Librarian liaisons to schools and colleges. The group will provide updates to faculty regarding current and new resources and will be available to share information on library programs and services.
- ✦ Web Time Entry (WTE) – In an effort to streamline processes and improve the accuracy of the payroll process the Human Resources Office implemented the Web Time Entry project. Through this effort, employees' time and attendance information is entered electronically by the respective departments and the paper reports will be phased out when all departments have transitioned to WTE. Anticipated advantages already being realized are a more accurate reporting of time and data integrity.
- ✦ The Personnel Review Committee (PRC) serves as a hearing committee to review grievous complaints of University employees, and the appeals of those who are suspended or terminated. The PRC recommends to the President whether the remedy requested should be accepted or denied. New PRC selections were appointed in April and the first committee meeting convened by the Director of Human Resources on April 16, 2012. The committee's two-year term began April 2012 through March 2014.

## Infrastructure Accomplishment

- ✦ A no-till seed drill was purchased using external research grant funds. This implement is the first no-till drill to be used in the US Virgin Islands and is being tested for use with tropical legumes and grasses. This implement could provide production and conservation benefits to local farmers and other research programs in AES.
- ✦ Utilized carry-over funds to support the relocation of the VI SBDC St. Croix Service Center to its new site of business in Sion Farm, Christiansted.
- ✦ Completed the renovation and equipping of UVI's old Accounting Building into an Environmental Analysis Lab
- ✦ There has been a tremendous increase in the capacity of the University's network and an accompanying increase in the consumption of that capacity. Web traffic, voice and video over IP, and other multimedia applications have significantly contributed to the increase in that traffic. Some applications, such as the interactive multimedia applications, not only require large amounts of bandwidth, but also require specialized service from the network with respect to latency and loss. The network has to accommodate the traffic without degrading the performance of other applications on the network, some of which may be mission critical like videoconferencing. To provide predictable performance, videoconferencing requires significant bandwidth with minimal delay, jitter and loss. The inability to provide the required network quality has been one of the major obstacles affecting the University's videoconferencing. One helpful solution is the recent implementation of Quality of Service (QoS) over the holiday break. QoS for networks is an industry-wide set of standards and mechanisms for ensuring high-quality performance for mission critical applications, like video conferencing. By using QoS mechanisms, we can use existing resources efficiently and ensure the required level of service without reactively expanding or over-provisioning our network. QoS network devices must be able to differentiate among classes of arriving traffic and satisfy their individual requirements. QoS mechanisms provide a set of tools that can be used to do that. It enables the network to recognize traffic belonging to videoconferencing so that preferential service is provided to it. QoS does not create any additional capacity for videoconferencing. It just helps to manage the available resources for videoconferencing according to policies set out by our network.
- ✦ The Banner database, UVI's enterprise resource planning tool, used for human resources, finance and student administrative functions was recently upgraded on all critical levels. The cutover was made the weekend of October 1st – 3rd. This included the database server hardware, the Oracle database level as well as the AIX operating system and the Banner software versions. Banner is now operating on IBM P7 hardware with AIX 6.1 OS, Oracle 11g database and Banner General 8.3 application. Both the test and production servers and software were upgraded. The change is seamless to users who continue to access Banner and BanWeb via previously shared URLs. Additionally, upgrades to the front-end interface are changing to a more robust Fusion Middle Ware. Fusion Middle Ware is currently in test and will be rolled out before the end of year. This change will also be seamless to the user but will require minimal downtime for the transition. The biggest change that users will notice is the URL changes.
- ✦ Repairs of the roads on the Albert A. Sheen campus were completed by VIAPCO in February 2012. The roads were deteriorated and had numerous potholes making driving on campus almost impassable in some areas. The \$188,000 project included

filling existing potholes and overlaying the existing roads per highways standards. Roads repaired included: a) the main palm drive; b) loop from information kiosk to the exit by Residence Halls; c) the eastern section of the road adjacent to the Student Center; and d) the road adjacent to the Great Hall. In addition, the line striping of the roads and replacement of the speed bumps were completed.

- ✚ The Melvin Evans Center Improvement Project (ARRA Project III) was completed in July 2012. The project included both electrical improvements and roof repairs. The roof repairs, including replacement of all damaged guttering, were completed by Rooftops in February 2012. The electrical contractor, AT Construction, completed electrical upgrade component in July 2012. It included the installation of all new electrical circuits, panels, and switchgear as upgrades to the electrical system. In addition, emergency lights, exit signs, and over 200 LED bulbs were purchased and installed. This project was funded by ARRA in the amount of \$469,372.
- ✚ The Athletic Field Establishment Project (ARRA Project V) was completed in July 2012. The total budget for the construction of the two soccer fields was \$735,548. Construction by Eleven Construction began in January 2012. Both practice and performance fields were designed to provide top level playing surfaces and both are designed with drainage systems. Sod was used on the performance field and Bermuda grass was seeded on the practice field.
- ✚ Rooftops Construction was selected as the lowest of two vendors to complete the repairs of the Research Extension Center (REC) guttering. The \$23,000 contract included replacing the guttering and downspout connection in REC. Repairs were completed in February 2012.
- ✚ Over 493 spent electronic items were accumulated on the Albert A. Sheen Campus as part of the e-devices drive completed on January 12, 2012. Devices included 122 CPUs or computer combos, 70 monitors, 65 UPS units, and 62 printer combinations, printer/fax machines/scanners. Direct expenditures for recycling the spent electronic equipment coordinated with the VI Waste Management Authority were \$4,750.00.
- ✚ The St. Thomas Physical Plant Department completed five of six projects which are included in a \$406,300 EPA/DPNR grant funded water system improvement project. These included the rehabilitation of the 65,000 gallon cistern; replacement of the well field iron pumps and high pressure pumps and the rehabilitation of the golf course pump station. The renovation of the reverse osmosis system project is scheduled to be completed by September 2012 in accordance with the MOU.
- ✚ Completed major renovation in 48 rooms of the South Residence Halls on the St. Thomas Campus in August 2011 including replacement of built-in dressers and closets, the replacement of floor tiles, installation of new light fixtures and the relocation of phone and internet lines. The Dining Pavilion was renovated to enhance the ambience of the facility through painting, installation of new fans, lighting and new furniture.
- ✚ The Physical Plant completed exterior painting and rehabilitation of several campus buildings including the Physical Plant Building, Gordon House (Health Services) and the Social Sciences buildings. Renovations were also completed in the B110 and T101 classrooms to improve the acoustic and aesthetic appearance of the video conference rooms.

- ✦ St. Thomas Campus Grounds Division maintains approximately 174 acres of the campus grounds which consist of lawn/green space that has to be constantly maintained and manicured. A new tractor/mower and a sweeper/vacuum were purchased to assist in this labor intensive task.
- ✦ Major HVAC systems at the Library, the upper campus cooling loop, the Sports and Fitness Center and the Classroom Administration buildings were rehabilitated or replaced to improve their operating efficiency and useful life.
- ✦ The Physical Plant completed repairs to selected high traffic campus pedestrian walkways on the upper and lower campus that were in a state of disrepair and required replacement to correct structural instability and uneven and unaligned surfaces. These posed a hazard to users and a potential major liability for the institution. Additionally, the deteriorated rear access ramp to the Purchasing Building was replaced due to the compromise of its structural integrity.
- ✦ In conjunction with the University's "Going Green" initiative and energy conservation program, efforts are being made to conserve energy through the retrofitting of existing lighting systems throughout the campus. In the first phase of this initiative, lights on campus walkways and parking lots and the exterior lights at the Sports and Fitness Center were retrofitted. This measure could potentially result in energy savings of 50% to 60% over the lighting fixtures previously utilized. Other energy conservation projects included the completion of the installation of solar water heaters on campus residential units to reduce energy consumption; and the installation of stand-alone air conditioning systems in two high demand video conference rooms on the St. Thomas Campus to allow for utilization of these rooms afterhours and on weekends without having to bring up the entire building system.
- ✦ The St. Thomas campus Classroom Administration (CA Building) ARRA project was completed in July, 2012. The project was designed to improve ADA access in the Classroom Administration (CA) Building via an exterior elevator; improve exit emergency egress routes from the building; upgrade selected restrooms to bring them into ADA code compliance and to upgrade the electrical and life safety systems in the Little Theatre. The completion of the electrical upgrade and life safety systems in the Little Theatre has allowed for the resumption of its utilization in support the theatrical arts program. Two theatrical productions were hosted in the Little Theatre during the spring 2012 semester. The total cost of the project was approximately \$900,000.
- ✦ The Administration and Finance Component led the development and revision of several financial policies with input from an internal policy review committee. The following policies were developed or revised: Financial Responsibility; Procurement (to include purchasing, corporate credit card and procurement card, and disposition of University surplus property); Travel, Moving, and Relocation Expenses; Hosting, Hospitality, and Entertainment Input from the shared governance process was incorporated into the draft document which is being forwarded to the Board of Trustees via the Finance and Budget Committee for the June 9, 2012 board meeting.

## ACCOMPLISHMENTS DEMONSTRATING UVI'S COMMITMENT TO BEING SERVICE ORIENTED

The University continued to demonstrate its commitment to being service oriented through the development of processes to enhance customer satisfaction and reduce customer complaints. Additionally, the University continued its focus on creating a climate to let our number one customers – our students – know that they are special. Selected accomplishments that demonstrate the University's continued commitment to being a service oriented institution are delineated below.

### Services and Support for Student

- ✦ During the 2011-2012 academic year Americans with Disabilities Act (ADA) presentations were made to a total of 70 students in Freshman Development Seminars and Social Work classes at the University of the Virgin Islands. Presentations included Disability Awareness: Understanding the ADA and About Hidden Disabilities: The Legal, Practical and Human Side of Non-Obvious Disabilities.
- ✦ Two community Research scholars under the mentorship of Dr Edith-Ramsay-Johnson were awarded funds to conduct health related research. Ms. Hart-Hyndman, alumna of UVI, completed her research analysis of VI homicides as a public health issue, and used this work as her project to complete her doctorate of nursing practice (DNP) degree. She successfully defended her project at a public forum hosted at UVI, and was award her DNP degree from the University of Wisconsin in May 2012. The second scholar is continuing to collect data on the 'lived experiences of Virgin islanders with multiple myeloma'. Both scholars' abstracts have been accepted for presentation at the July National Black Nurses Association conference.
- ✦ VI-EPSCoR provided nine Research Assistantships (four in the spring and five in the summer) for MMES graduate students working on multi-disciplinary incubator project.
- ✦ Seven students have been supported by grant funds to conduct research in AES labs and present their results at regional, national and international scientific conferences.
- ✦ USDA grant funds were used to support a UVI student attending a 4-week agriculture internship hosted by the University of Guam.
- ✦ Dr. Zimmerman worked with the College of Science and Math to host the Spring Science Symposium. Dr. Zimmerman provided shuttle service for the students back and forth from the airport and a tour of AES research facilities.
- ✦ Developed and activated the online Graduate Admissions Application.
- ✦ Enhanced high school and prior college features of the existing Undergraduate Admissions Application (the enhancements were incorporated into the new online Graduate Admissions Application, as well).
- ✦ Acquired the ability to receive prospective undergraduate students' American College Test (ACT) scores electronically.



- ✦ Acquired the ability to receive prospective graduate students' Graduate Record Examination scores electronically.
- ✦ Added an online Recruitment Calendar to the UVI Admissions webpage which allows both internal and external constituency groups to see the Admissions Office's student recruitment and outreach activities.
- ✦ Conceptualized and utilized a promotional new student recruitment video targeting male students of traditional college age. The video was "premiered" at the Man Up! Male Empowerment Conference on the Albert A. Sheen Campus, February 7, 2012.
  - Online Graduation Application
  - Banner Wait-listing for classes
  - Online admission of Graduate Application
  - Electronic Receipt of GRE scores
- ✦ Annual Financial Aid Awareness Week of Activities promotes the Financial Aid Office on Campus during the month of February. Staff provided information on services and reapplication process at the library and cafeteria locations.
- ✦ Financial Aid conducted nine workshops to its constituents - Upward Bound, FDS classes and the general student body.
- ✦ In October 2011, ACES sent a spring 2012 e-communication to all students with registration information and an invitation for financial aid recipients to schedule an appointment to assess their eligibility.
- ✦ Spring 2012 Orientation began on January 3 with 59 prospective new and transfer students and 13 parents participating in a two - day Orientation Program on the St. Thomas campus. Seventy five percent (75) were females, 41 percent were from the USVI, 32 percent from the Eastern Caribbean and 27 percent were from the US mainland. There were also two new students on the National Student Exchange program, two Mexicans exchange students and five transfer students from the St. Croix campus. The theme for fall orientation was "Get Connected" and students were encouraged to connect to UVI resources such as, administrators, faculty, staff and other students on the St. Thomas Campus. The Virgin Islands first female Sergeant Major of the National Guard, Mona Barnes, presented the keynote address and used her own personal experiences as a female in a male dominated career to stress the importance of education.
- ✦ As part of National Student Employment Week, the Counseling and Career Services Office on the Albert A Sheen Campus coordinated a series of workshops and events for student employees from Monday, April 9, 2012 – Friday, April 13, 2012. Workshops were designed to enhance student employees' performance in the workplace and enhance their marketability upon transition from the University to the wider job market. More than 40 students employed on the campus signed up to participate in these training workshops and were subsequently recognized during University's Academic Award night for their stellar contributions.
  - In continuation of the recognition of National Student Employment Week, on Wednesday, April 11, 2012 – the Counseling and Career Services Office hosted the Annual Career Fair in the Great Hall from 10:00 am – 3:00 pm. A total of 18 businesses and organizations participated in conjunction with 10 UVI departments, schools and colleges. This event was well attended by both UVI students and the community with 150 attendees recorded.

- The week's events culminated in a series of programs designed to engage and recognize both student employees and their supervisors. A special video montage showcasing all student workers employed on the campus was presented at the closing event in recognition of the contributions of student employees' role in managing the daily functions of the institution. A total of forty-three (43) individuals were in attendance.
- ✚ The College Access Challenge Grant Program (CACGP) provides information, resources and assistance to students and their families about the college admissions process. The CACGP program works primarily with students who are planning or preparing to go to college. This includes junior high & high school students, individuals just completing their GED or non-traditional students who are going to college for the first time. As part of its direct services, CACGP provides guidance to students on college related issues such as FAFSA completion, college applications, and scholarship information. Other program services include coordinating workshops, seminars and presentations by guest speakers as part of their community outreach efforts. The CACGP also provides professional development resources and activities for the territory's school counselors so that they are better equipped to help their students. The CACGP provides \$1,000,000 for scholarships through the V.I. Board of Education's Territorial scholarship program as well. In the summer of 2012, the CACGP provided scholarships in the amount of \$5,000 to two hundred (200) students in the United States Virgin Islands who will be starting college during the 2012-2013 academic year.
- ✚ The Student Health Services Center introduced a FREE OB GYN Clinic twice monthly from 8:00a.m to 12 noon. This service is offered through a Memorandum of Understanding between UVI and the Virgin Islands Department of Health. During this reporting period, a total of 60 students visited the clinic to receive OB GYN services. Based on verbal feedback, students expressed satisfaction with the service and the convenience of having it on campus.
- ✚ The Counseling Supervisor maintained follow-up and counseling on an on-going basis for five (5) students with special needs. Disability needs are related to learning disabilities, physical disabilities and medical conditions. Specifically, the counselor worked with one student with issues related to verifying disability and documentation and one who had challenges with registration.
- ✚ During the reporting period, the Information & Technology Services Component tracked the number of entries into the St. Thomas library as part of an assessment activity on the utilization of the renovated library space. Using electronic gate counters, the system logged 49,254 entrances (and the same number of exits) into the library building. During a similar period in 2009 to 2010 the gate counters registered 36,789 entrances. This demonstrated a dramatic increase in the number of patrons that utilize the services provided by the Component.
- ✚ The University Libraries celebrated National Library Week 2012 from April 9-13 with a series of events to engage the UVI community and promote the theme: *You Belong @ Your Library*. Activities included presentations by the student Drama Club, student Rap/R&B duo - K-Factor, and literary readings by the Student Government Associations, trivia contests, and employee appreciation treats. The main event of the week was the UVI Human Library® activity held on both campuses. A Human Library® is a program that allows ordinary people to turn their lives into 'open books' for the purpose of educating their communities. During this event, over 12 volunteers functioned as 'books', and were 'checked out' by students, faculty, and staff for a brief period of

enlightening discussion and interaction. The volunteers represented topics including: careers in Agriculture; Baha'i, Judaism, Muslim and Nation of Islam religions; Palestinian and Indian ethnicities; and occupations as female Shoemaker, political Ambassador and HBCU President. The Libraries continue to seek innovative strategies for providing access to information, as user needs demand a shift in focus from physical resources housed within facilities to online and other access options. The oral tradition of information-sharing may well be a critical choice for connecting our 21<sup>st</sup> century learners with the institution and the community. The highly positive feedback from over 100 registered participants and presenters of the Human Library® is significant encouragement for an encore event.

- ✦ The new 100-bed Student Residence Facility, on the St. Thomas campus, is currently under construction on the site of the Social Science parking lot. All of the major components of the building as well as furniture are on schedule to be installed in time for the projected August 2012 opening.
- ✦ The corroded arms of the light poles by the Tennis Courts on the Albert A. Sheen Campus were repaired in April 2012. The outdoor tennis courts are utilized by students and the university community. Repairs were necessary to maintain a well-lit and safe environment.

#### **Services and Support for Faculty and Staff**

- ✦ Six UVI faculty members are receiving support for research projects through the Water Resources Research Institute. These projects all address issues in water resources that have been identified as areas of concern in the Virgin Islands and similar places and in some instances provide training for students. The Water resources Research Institute receives its funding from the U. S. Geological Survey Accomplishment
- ✦ Provided Title III grant support to one member of faculty in the College of Liberal Arts and Social Sciences to pursue a Doctorate in Modern Languages, which will increase the percentage of faculty with terminal degrees in the college from 75% to 78%.
- ✦ Participated with an information booth at the 2012 Agricultural and Food Fair. Participated with an information booth at 2012 Afternoon on the Green Event.
- ✦ VI-EPSCoR Incubator Grants and Start-up funding support researchers in exploring new research directions related to the project's focus on Integrated Caribbean Coastal Ecosystems (ICCE). VI-EPSCoR provides seed and start-up funding to researchers to build research capacity by supporting pilot research, proposal development, and other activities that advance a research project to the point at which it can attract competitive external funding. During the period of September 1, 2011 to June 16, 2012, VI-EPSCoR provided funding for eight Incubator Grants and one Start-up.
- ✦ Admissions supported faculty and/or staff via dissemination of information, participation at events, or engaged service to the following university programs, services, and activities: Golden Key International Honor Society, the National Student Exchange (NSE) Program, the Non-Traditional Bridge Program, the Mathematics Behind the Science Bridge Program, the Summer Bridge Program, and the Upward Bound Program.
- ✦ In November 2011, Financial Aid conducted a Financial Aid Satisfactory Academic Progress (SAP) workshop for the staff of the Student Success Center.

- ✦ Information & Technology Services prides itself on efficiency of its operation and services. As many are aware, the University of the Virgin Islands is taking great strides to “Go Green”; ITS has already started by automating the Office of the CIO. As stated in newsletter, Volume 7 Issue 1, ITS continued to make its operations paperless. ITS continues to find and test free software to make electronically signing and accessibility easier. Several months ago, ITS staff emailed documents with or for signature to the appropriate staff member; however, as of January 2012, ITS managers have been testing file manager software, which allows users to share documents and folders. Once one uploads a document, all persons that share that folder receives notification and the appropriate staff members access that file, signs using iPads/ThinkPads. For example, there is a “Signature Required” folder, once a document is uploaded for the CIO’s signature, the CIO then accesses the document, signs and saves it. Then the document is automatically updated with the proper signature, which all persons that have access to that folder receive notification that the CIO updated the document. This reduced the amount of emails received and sent. Again, ITS is in the testing phase and will notify the UVI community with an update once finalized. In addition, an ITS community was created on the portal, from which all ITS employees have access to internal documents, including managers and staff meeting minutes, internal forms, project plans, newsletters and annual reports. Also, an internal calendar displays staff’s absences, conferences, meetings, and other information deemed necessary. Other items include a message board for staff to participate in discussions and an announcement section for important announcements to staff.
  
- ✦ The Information & Technology Services Component continues efforts to improve University processes through the implementation of technology. This includes several achievements for the FY2012:
  - The process to import ACT, GMAT, GRE and Accuplacer test scores into Banner has been tested and is ready for production. This will improve accuracy of test scores as well as the time taken to load them. A Banner self-service page was built which will allow students to accept UVI financial aid charges online, improving UVI compliance with this issue.
  - Electronic personnel action forms are ready to be moved to production but await errors being worked out with SungardHE on effort reporting as HR plans to introduce both to the UVI community simultaneously.
  - Time and effort reporting through Banner is also ready for roll out to UVI.
  - Position control has been tested and is ready for the move to production. This updated the employee position management process.
  
- ✦ The Information & Technology Services Component continued to make strides to improve the redundancy and reliability of the UVI infrastructure. Several steps have been taken to meet the expanding needs of the UVI community. In preparation for the opening of the new residence hall on St. Thomas, a project was undertaken to separate dorm Internet traffic from the Internet traffic for the rest of the campuses. If unmanaged, the 300 residents consume about 60% of the bandwidth provided by the University. This leaves all incoming access to Blackboard, laboratories, classroom and office traffic to share the remaining 40%. This phase of the Internet Optimization Project puts a limit on the residence halls allowing them to consume only 30% of the Internet capacity, leaving the remaining 70% to serve other academic and administrative needs. Even though the limit was imposed, it allows the residence halls to share a full 45 megabits of service. The project allowed the intermingling of capacity from both St. Thomas and St. Croix, so less expensive service from St. Croix could be used to augment the St. Thomas campus and the St. John Academic Center. The campuses now share 135 megabits of services. This is up from the 1.5 megabits of service provided in 2005.

- ✦ A second broadband link has been added to the St. John Academic Center that provides a connection from the St. Croix campus; this is in addition to the connection already in place from the St. Thomas campus. The addition of this line provides redundancy to the Center to further eliminate videoconference downtime and provides Internet2 connectivity to the Center. It also completes a redundant service loop that connects all three islands, a long-time goal of the ITS Component.
- ✦ On February 1, 2012, President Hall communicated to faculty and staff, the decision of the Executive Committee of the Board of Trustees (BOT) to increase the employer contribution rate for UVI's (TIAA-CREF) retirement program from 14.5% to 17.5% for all eligible individuals employed with UVI from October 1, 2007 through December 31, 2011. This action was predicated on a resolution adopted by the BOT on June 30, 1990, which stated that effective July 1, 1990, future increases in the contribution rates mandated for GERS participants will automatically result in an identical increase for TIAA-CREF participants. The resolution was rescinded effective 12/31/2011. Contributions representing the retroactive amount due were deposited into the affected employees' accounts on or about April 4, 2012.
- ✦ The Security Department on the Albert A. Sheen Campus participated in an in-house customer service workshop held on December 16, 2011. The workshop tailored to real-life scenarios experienced on campus and provided an opportunity for security officers to work with each other to determine the best practical approaches to handle each case scenario. Facilitators of the session included University personnel and a VI Police Department Sergeant.
- ✦ On the St. Thomas Campus, Officer Enrique successfully completed the Virgin Islands Police Academy Training and graduated with his Peace Officer status increasing the department's Peace Officer complement to two officers. Efforts continue to upgrade the level of services and professionalism of the Security Staff. Several trainings were completed throughout the year including report writing and crime classification updates, hurricane preparedness and residence halls fire evacuation drills; attendance at a gang seminar and training conducted by the Department of Education School Security and the Department of Homeland Security; bomb threat training and a tsunami tabletop training conducted by VITEMA. In October 2011, The Chief of Security and Security Supervisors completed the Homeland Security Incident Command and Disaster Recovery Training & Certification.

### **Services for the Community (non-UVI)**

- ✦ The University of the Virgin Islands, working collaboratively with the Virgin Islands Department of Education, hosted a workshop for the development of a Territorial STEM plan: Achieving Competence and Excellence in STEM (ACE STEM). Attending this workshop were teachers, DOE administrators, UVI faculty, representative from the Department of Labor, etc. Dr. Adam Parr, in his role of PI on the Math Science Partnership grant project, was one of the lead organizers, together with Dr. Ann Richbourg of the VI Department of Education and Dean McKayle.
- ✦ American Sign Language classes continued to be offered to interested community members to enable them to communicate with persons who are deaf or hard of hearing in St. Croix and St. Thomas. During the fall 2011 semester, a total of 29 people participated on both islands. Due to the higher demand in St. Croix, two classes were

offered in the spring, one for Beginners and a Beginner's Level II. 43 people enrolled in the classes on both islands. A summer class is also taking place on St. Thomas with 9 participants and there are plans to offer classes again in the fall.

- ✦ The Caribbean Exploratory Research Center (CERC) received funding for a project in Haiti. The Project, which is funded by a grant from the National Institute on Minority Health and Health Disparities (NIMHD), is intended to protect displaced Haitian women and girls, as a result of the earth quake, from physical or sexual abuse. Training and a site visit to Haiti was made in November 2011. A contract with the university in Haiti, Jean Mars Price University, has been fully executed and a full complement of staff has been hired. This will ensure that the project will be inclusive of Haitians as contributors in the execution of the project, and that it will be conducted in a culturally relevant and sensitive manner.
- ✦ Etelman Observatory hosted a three-day workshop from April 4<sup>th</sup> – 7<sup>th</sup>. Attending the workshop were astrophysicists and engineers from the Chinese National Observatory (CNO), the College of Charelston (CofC), and UVI, to advance plans for an international partnership between our three institutions on a global scientific network of telescopes. The partnership will also include the Etelman Observatory Robotic Telescope, which is designed to study transient astrophysical phenomena and astro-seismology
- ✦ The Aquaponics Short Course is offered as a 3-day activity quarterly with 20 students per session. The focus is on the development and use of the small scale aquaponics system for producing fish and plant crops.
- ✦ The Biotechnology & Agroforestry and the Animal Science programs presented workshops to over 100 attendees from the St Croix community as part of the World Food Day activities.
- ✦ The Biotechnology & Agroforestry program provided seeds of new sorrel to the VI Dept. of Agriculture for distribution to farmers and back yard gardeners, provided hybrid papaya seeds to the community and donated seedling to the high school agriculture program.
- ✦ ECC managed UVI's first *UVI Research Day* to commemorate 50 years of research at the institution.
- ✦ ECC was awarded a \$197,720 grant by the Office of Insular Affairs to conduct a Virgin Islands socioeconomic survey.
- ✦ ECC completed the delivery of a \$45,000 grant to survey and estimate the percent of visitors to the VI from all countries. ECC was also awarded a \$58,203 grant to conduct a survey to estimate the potential impact of heritage tourism on the VI, St Croix particularly.
- ✦ VI-SBDC collaborated with the following organizations to provide trainings and/or support services to small businesses or dislocated employees:
  - Economic Development Authority – STEP Grant Program
  - Department of Labor – Rapid Response Program
  - Hovensa – Career Fair
  - Rare Earth Studio
  - VI Department of Education - Parent University

- ✦ SBDC offered approximately 96 trainings territory-wide, generating 942 attendees.
- ✦ Through the Procurement Consultant that is being funded through the Small Business Jobs Act, an approximate total of 36 clients have obtained assistance; of which 7 clients have obtained the US Small Business Administration HUBZone Certification.
- ✦ The Cooperative Extension Service provided workshops and training opportunities for various groups within the community. Examples of training and workshops offered are delineated below.
  - Convened a workshop (Virgin Islands Conservation Alliance) that brought together Researchers and Natural Management Practitioners to discuss issues of mutual interest and opportunities for collaboration.
  - Sponsored three round-table discussions as part of UVI's Golden Jubilee's Research Day
  - Basic computer training was offered by the Cooperative Extension Service which included basic computer usage, PowerPoint and Excel for 272 residents in St. Croix.
  - Offered sessions on nutrition on both districts for 328 participants. Additionally, 45 adults participated in sewing construction and pattern drafting classes over a six-week period; and 50 persons attended holiday baking workshops on St. Croix and St. Thomas.
  - Facilitated seed planting activity in annual Father/Child Activity Day sponsored by the Department of Human Services.
  - Received a military grant was received to train volunteers and National Guard members to plan, implement and maintain a 4-H club system for military youth on St. Croix and St. Thomas
  - Provided training in backyard composting to 44 residents.
- ✦ Agricultural programs were widely promoted at the Agriculture and Food Fair on St. Croix, Folk Life Festival on St. John, Bordeaux Rastafari Agriculture and Food Fair, Afternoon on the Green, Seventh Day Adventist Church Family Life Expo and National Agriculture Week on St. Thomas; additionally, the fairgrounds at the Agriculture and Food Fair of the US Virgin Islands were named in honor of UVI 50<sup>th</sup> and Land-Grant 40<sup>th</sup> anniversaries
- ✦ On October 10, 2011, commemoration of Hispanic Heritage Month was celebrated on the St. Thomas Campus for the university and Territory communities through cultural presentations, dance performances, and Hispanic Cuisine. An Admissions recruitment display/information table was staffed and a campus tour option was provided.
- ✦ Throughout the fiscal year, Access and Enrollment Services (ACES) staff organized and/or participated in a wide-range of recruitment activities, to include the following:
  - Participated in and recruited at the UVI-Hispanic Community Open House and Fun Day at Pedro Cruz Ball Park, St. Croix, on October 15, 2011
  - Participated in and recruited at the Dominican Republic Independence Day Celebration at Canegata Ball Park, St. Croix, on February 26, 2012
  - Participated in and recruited at three career fairs for displaced workers of HOVENSA, St. Croix, in March 2012
  - Participated in and recruited at the LPN/CNA Open House for displaced workers of the Governor Juan F. Luis Hospital and Medical Center, St. Croix, on March 23, 2012
  - Participated in and recruited at the Virgin Islands Housing Authority's "Father/Child" Fun Day on Friday, June 15, 2012

- ✦ Financial Aid hosted and/or participated in nine community outreach activities: ACES: Stop-Out Open House; UVI's sponsored Counseling and Placement Career Fair; UVI's sponsored Law Enforcement Fair; UVI's School of Nursing Open House; UVI's Student Activities and SGA – Shadow Our Students program; UVI's Non-Traditional Bridge's Program: Promoting Financial Aid to Traditional Students; HOVENSA Career/Job Fair; Pinnacle Services Career Fair – Subcontractor of HOVENSA; Parent University
- ✦ Financial Aid conducted workshops and/or online sessions for high school seniors at six high schools, two community youth groups and a "How to Pay for College" financial aid night for junior and senior high students. Students affiliated with the following schools, programs, and organizations attended: Eudora Kean High School; 7th Day Adventist School; Gift Hill School – St John; Adventist school; St. Croix Central High; St. Croix Educational Complex; Upward Bound; FA Night UVI Campus; Steel Pan Orchestra; and Holy Family Church.
- ✦ Employees from the Albert A. Sheen Campus along with an undergraduate student were guests on the "Ritmo del Doce" television program on Channel 12 in January 2012. The program, which can also be viewed on YouTube focused on UVI's outreach to the Hispanic community as demographic statistics reflect a gap in Hispanic students pursuing higher education in the territory.
- ✦ Former Ecuadorian President Jamil Mahuad, a Nobel Peace Prize nominee, provided a keynote address on "Hispanic Challenges and Successes", at a forum on the Albert A. Sheen campus on Oct. 14, 2011. The event along with the UVI Open House at the Pedro Cruz Park in Estate Profit culminated the 2011 Hispanic Heritage Month celebration activities.

## **ACCOMPLISHMENTS DEMONSTRATING UVI'S COMMITMENT TO UNCOMPROMISED INTEGRITY**

The University continued to demonstrate its commitment to uncompromised integrity through the completion of internal audits as well as the provision of workshops and training opportunities that focused on ethics in the workplace. Additionally, the University continued its focus on meeting various compliance requirements. Selected accomplishments that demonstrate the University's continued commitment to uncompromised integrity are delineated below.

- ✦ On November 17-18, 2011, several directors and employees of the University attended one of two Ethics in the Workplace, "Train the Trainer" workshops held on both campuses. The workshops were insightful and assisted participants in identifying the types of behaviors and activities that may pose ethical issues in the work environment. The Vice President for Administration and Finance was selected to be a trainer and served as one of the facilitators for the workshops. **[2.B.5]**
- ✦ The Health Services Center on the Albert A. Sheen Campus provided services to 889 clients during the reporting period. Confidentiality and compliance with HIPPA regulations were enforced to ensure the highest level of accountability, professional integrity in handling patients' medical information. This number includes students,



faculty, and staff. It includes health records updates, sick visits, consultations, and physical exams. To date, the Health Services Center maintains a 95% compliance rate for submission of medical records of residents at the Delta M. Dorsch Complex and on campus student records. [1.E]

- ✚ Personnel from ACES, who participated in conferences and Webinars provided critical information to students regarding regulatory requirements associated with federal financial aid. Specific information provided included:
  - Pell Grant Lifetime Eligibility/Maximum Duration of Pell Eligibility - Relative to Public Law 112-74 amended HEA section 401(c)(5), a student's eligibility to receive a Federal Pell Grant is limited to 12 semesters (or its equivalent).
  - New Verification Requirement for Tax Filers - Households can no longer submit a signed copy of the 1040, 1040A or 1040EZ tax forms to verify income reported on the FAFSA and must now submit an IRS Tax Return Transcript.
  - Direct Student Loan Changes - Graduate and professional students are no longer eligible to receive subsidized loans for payment periods that begin on or after July 1, 2012; Public Law 112-74 amended HEA section 428(a)(3)(A)(i)(I) to temporarily eliminate the interest subsidy provided on Direct Subsidized Loans during the six month grace period provided to students when they are no longer enrolled on at least a half-time basis.
  
- ✚ The Information & Technology Services Component has completed the implementation of the identity management (IDM) solution for the University. IDM allows users the defined access to University systems; provisions and de-provisions accounts based on status in Banner, and allow users to manage their passwords both on and off campus. The IDM project was implemented because of the risk of unauthorized access to University systems. The IDM solution relies on Banner as the database of record for all employee and student account creations. Accounts are created in the network, portal, email and groups automatically after a new record is created in Banner. Changes to persons' job or status are also made in systems based on those changes being made in Banner. This creates a fully automated system, eliminating manual processes and allowing for faster account creations, limiting potential errors, and keeping employee statuses up to date. In addition, the initial password for all accounts is now unique to the specific user eliminating the use of a generic initial password, which could be used to compromise an account. To provide more convenient management for passwords, the portal can now be used to change passwords and to reset passwords using previously defined security questions. This should ease the burden for both the users and the HelpDesk. This process included the upgrade of the *myCampus* portal to version 7.0 and the implementation of the *myMessages* features, which allows targeted communications to community users, based on their specific role in the institution. These roles are defined by their status in Banner and the creation of single sign-on for the Live@edu email migration. ITS received an award from CampusEAI for the best IDM implementation at their annual meeting in Cleveland in June.

## ACCOMPLISHMENTS DEMONSTRATING UVI'S COMMITMENT TO INFORMED DECISION MAKING

Throughout the fiscal year, the University continued to focus on making informed decisions. To that end, various stakeholder groups were provided with opportunities to share their perspectives on issues, draft policies, and proposed administrative decisions. To further demonstrate its commitment to informed decision-making, the University continued to work on improving its approach and processes for collecting data which would be used guide academic and administrative decision-making. Accomplishments that demonstrate UVI's commitment to informed decision-making are captured below.

- ✦ The President's Hispanic Advisory Council was established to work with the executive leadership of the University to develop and implement policies and practices to increase the enrollment of Hispanic students at UVI. Additionally, through Access and Enrollment Services, HACE was established. This group will work with the personnel in the areas of recruitment and admissions to ensure the development and delivery of outreach efforts to Hispanic students in the K-12 school systems in the Territory.
- ✦ The St. Croix Presidential Advisory Council (CPAC) and the St. Thomas Presidential Advisory Council (TPAC) continued to function during the fiscal year and were instrumental in providing guidance to the executive leadership in areas related to the improvement of operational effectiveness and efficiency across both campuses, improving employee morale, and improving the ways in which employees are recognized across the University for the contributions that they make to the institution.
- ✦ The University Budget Committee (UBC), comprised of faculty, staff, and student representatives, as well as administrative appointees completed a review and provided recommendations regarding the University's 2012-2013 Operating Budget. The UBC's recommendations were accepted by the President and endorsed by the Board of Trustees.
- ✦ The University's Office of Institutional Research and Planning (OIRP) has contracted with the Academic College Testing Inc. (ACT) to survey alumni who graduated from UVI from 1966-2011. The survey, when completed, will provide the University with feedback regarding the student experience at the university. Survey results will be used to inform the development of policies and programs at UVI. Additionally, OIRP has adopted the College Student Inventory (CSI) and the Second Year Student Assessment (SYSA) as an identifier of at-risk first and second-year students. Results from this assessment will be used by the Center for Student Success to fine-tune existing interventions and develop additional approaches for assisting academically at-risk freshmen and sophomores.
- ✦ As a means of improving program and service delivery to its varied clients and customers, the University has expanded the use of customer satisfaction surveys across various units. During the fiscal year, customer satisfactions surveys were administered by Information and Technology Services (ITS), Access and Enrollment Services (ACES), VI-Small Business Development Center (VI-SBDC), and Student Affairs on the St. Thomas campus.
- ✦ Personnel in the University's Agricultural Experiment Station and the Cooperative Extension Service convened meetings to obtain feedback from stakeholders on how these programs could better address the needs of livestock and produce farmers.

- ✦ The Information & Technology Services Component has established the Student Technology Fee Committee to provide recommendations on the use of technology fees paid by students. The committee is comprised of eight students from St. Croix, seven students from St. Thomas and five advisors from ITS. The committee compiled suggestions from surveys completed by the university community (students) and committee members. The top three proposals were forwarded to the CIO for final approval and funding. The approved proposals will be implemented in the fall of 2012. Each of the approved projects is briefly described below.
  - *Wireless printing solution for STT, STX, and STJ:* Provides a web page allowing users to upload their file and print to any lab printer. Wireless devices such as laptops can print using this system. Uses the UVI Counter system for print accounting, cost \$5,990.
  - *Improved campus Wi-Fi solution:* Based on student feedback this may increase the coverage area of the UVI Wi-Fi network and/or change the way users' login to the UVI Wi-Fi network to make it easier to use and compatible with Android devices, cost \$172,000, the technology fee will pay a portion.
  - *Replacement high capacity, B&W and color printers for high use in computer labs on both campuses:* This would address the need to replace aging and worn out printers in the labs as well as provide faster printing and high capacity media storage reducing the need to reload paper and toner as often, cost \$3,551 per printer. The total cost of the approved proposals is \$32,692.00
  
- ✦ The Learning Spaces Task Force (LSTF) was created to evaluate the condition of each classroom and make recommendations on the priority for each space to be renovated and upgraded. The task force is comprised of 4 faculty members (2 STT and 2 STX), an IT Specialist, physical plant representative, 2 students, representatives from Campus Operations, a representative from the registrar's office, and chaired by the Director of the Center for Excellence in Teaching and Learning (CETL). The task force was charged with evaluating the condition of each classroom and making recommendations on the priority for each space to be renovated and upgraded. The LSTF recommended all rooms be standardized and be equipped with the following: instructor lectern, computer with DVD player, laptop connectors, whiteboard capable projection screen, Crestron room integration system, and document camera. Based on survey responses from faculty and students, six classrooms were selected for renovations (summer 2012), specifically: CA306, 107, 112 and 109 on St. Thomas and EVC 501, 401 and 716 on St. Croix. The identified classrooms were assessed by Physical Plant personnel and a technician from ITS. Both institutional and federal funds have been identified to support the classroom renovations and upgrades. The University recognizes the need for learning spaces that encourages collaboration, enables the use of technology by both faculty and students, and creates learner-centered environments. These types of learning spaces are critical elements in student success.
  
- ✦ An inspection team comprising of student leaders, resident hall students, physical plant, security, energy management, and Campus Operations staff conducted a vulnerability assessment of poorly lit areas on the Albert A. Sheen Campus on November 8, 2011. The assessment summary identified repairs needed for 30 solar lights, 21 exterior building lights, 11 lamp post lights, 3 pedestrian crossing lights, and 4 building porch lights. Prior to the inspection, Physical Plant completed repairs in October 2011 of twenty-one (21) lamp post lights utilizing the Teupen Aerial Platform Lift, eliminating rental fees for bucket trucks with aerial lifts.

- ✦ Access and Enrollment Services (ACES) has developed a series of reports to improve and enhance its capacity to track activity within the area to be able to make better decisions regarding the provision of services to current and prospective students. This includes, but has not been limited to: the development of a periodic report to gauge admissions application activity, especially in terms of (a) applications received, (b) applications completed, and (c) applications accepted; the creation of a report with pertinent enrollment data for analysis; the compilation of periodic Application Activity Reports; and the development of reports of students who are auditing classes. Additionally, ACES has updated and revised documents specific to both admissions and recruitment to be more accurate, readable, educative, and informative. Among the major items revised include: the double-sided recruitment promotional handout, the hard copy undergraduate and graduate admissions applications, the admitted student checklists, and the instruction cards for completing the online admissions applications.
- ✦ To address ongoing student concerns regarding advisement, the University has acquired Advisor/TutorTrac software to facilitate improved advisement and tutoring across the campuses. This software will assist the University to improve the quality and accuracy of its data collection efforts in this area and also assist with ensuring that decision-making relative to advisement is data-driven.

## ACCOMPLISHMENTS DEMONSTRATING UVI'S COMMITMENT TO FISCAL RESPONSIBILITY

During this fiscal year, the University has increased its efforts to demonstrate its commitment to being fiscally responsible by implementing strategies that have led to the reduction of expenditures, without compromising the overall quality of operations. Additionally, the University has streamlined operations to reduce duplication; and has worked aggressively to identify and implement opportunities for increasing revenues as well as revenue generating measures. Selected accomplishments relative to fiscal responsibility are highlighted below.

- ✦ During the reporting period, the Information & Technology Services (ITS) Component led the implementation of a new, cloud based email system for the University. The migration was undertaken to overcome weaknesses in the existing on-premise email environment and to significantly reduce the costs of maintaining the system. After attaining input from faculty and staff via the UVI senate, UVI email was migrated to Microsoft's Live@edu cloud-hosted solution for educational institutions. This service provides UVI persons with 10GB of email storage and 25GB of general file storage, an exponential increase in what was provided by the old on-premise system. Although the new system preserves the University's existing email addresses, it allows for the implementation of [first.last@uvi.edu](mailto:first.last@uvi.edu) for all existing and new personnel. It is hosted in the cloud by Microsoft, which includes seamless upgrades and availability to new software immediately after release. Services are free if the University maintains its' Microsoft Campus Agreement. ITS has a Microsoft Campus Agreement, which provides Microsoft software at a great discount. It also provides licensed home use access to the Office suite of software for employees and students at a low or no cost. The long-term savings of the email migration includes the elimination of the current exchange storage (\$5,000 annually), the removal of mail gateway (\$12,000 annually), and will eliminate the man-hours required to perform exchange server administration. This cloud-based system positions the University for other cost-savings. In addition to email, UVI cloud based services include the myCampus portal, the credit-card payment system, the library

system, and the UVI website. Each of these eases the maintenance burden on ITS personnel.

- ✦ The University has selected Caribbean Wind Energy and System 3 to provide solar energy under a power purchase agreement (PPA). The installation of the system could yield annual savings as high as \$1.2M. As part of the PPA, the firm is required to provide training on maintenance and construction of the system. This will be open to the UVI community. The St. Thomas and Albert A. Sheen campuses will receive a 2KW fixed lab and a 1KW portable lab respectively. These labs will allow for anyone to learn the basics of constructing and maintaining a solar system. The portable units can be used for outreach programs. A 1kW lab will be provided for the St. John Academic Center.
- ✦ In keeping with the University's **Going Green Initiative**, various units across both campuses have instituted measures that have reduced operating costs. These measures include, but are not limited to: the issuance of electronic products rather than hard copies; the purchase recruitment and promotional items in bulk; moving processes to the electronic medium and eliminating the need for paper processing; the use of *GoToMeeting* and teleconferencing options to reduce inter-island travel costs; and the use of a scanner for data capture related to processing of survey questionnaires.
- ✦ The University's external audit for the year ended September 30, 2011, which began on November 1, 2011, is substantially complete.
- ✦ The University has been successful in its efforts to obtain funding to continue to provide programs and services to students and support the growth and development of the institution. To that end, during the period October 2011 through June 2012, the University received funding from seven federal agencies (U.S. Department of Agriculture; U.S. Department of Education; U.S. Department of the Interior, Office of Insular Affairs; U.S. Geological Survey; National Institutes of Health, Occupational Safety & Health Administration; National Science Foundation, and Small Business Administration) and six agencies within the Government of the Virgin Islands (V.I. Council on the Arts; V.I. Department of Agriculture; V.I. Department of Education; V.I. Department of Human Services; V.I. Energy Office; and V.I. Lottery). Following is a breakdown of the fund received by category of funding:
  - \$4,107,204 [Federal grants]
  - \$92,918 [Local grants]
  - \$1,112,346 [Sub-grants – federal]
  - \$134,716 [MOAs and MOUs with GVI agencies]
  - \$26,000 [Private]
- ✦ The Information & Technology Services component generated approximately \$17,605 in revenues through the provision of various services.
- ✦ During the period October 1, 2011 – June 30, 2012, the University received \$880,755.00 in contributions to its Annual Fund.

## ACCOMPLISHMENTS DEMONSTRATING UVI'S COMMITMENT TO PERFORMANCE ASSESSMENT

The University of the Virgin Islands remains committed to continuous improvement and the ongoing growth and development of personnel as well as program improvement. To that end, UVI is engaged in ongoing assessment of program and projects, as well as the assessment of the performance of faculty, staff and students. The accomplishments noted below provide a sampling of how UVI has addressed the area of performance assessment to date, for FY 2011-2012.

- ✦ In May 2012, the University achieved one of its most significant goals related to performance assessment with the completion and submission of its Periodic Review Report to the Middle States Commission on Higher Education (MSCHE). This assessment report represents the University's mid-point assessment of its achievement of MSCHE standards relative to accreditation (granted in 2007 and up for review in 2017).
- ✦ The Office of Institutional Research and Planning, the arm of the University which focuses on institutional assessment, conducted the Delaware Study. This study served the institution in its decision making process in areas of benchmarking teaching workloads, instructional costs and productivity by academic disciplines.
- ✦ To date, semi-annual and/or annual personnel evaluations have been completed for approximately 75% of the staff at UVI.
- ✦ The University's Office of Sponsored Programs contracted Associates for Institutional Development (AID) for the evaluation of the Student Aid and Fiscal Responsibility Act (SAFRA) grant program. An initial formative evaluation was conducted during the fiscal year, and this provided guidance regarding programmatic changes that are needed in the grant implementation. The overall evaluation was positive and adjustments were made to program foci based on the evaluation report.
- ✦ During April of 2012, the Information & Technology Services (ITS) Component administered its sixth annual customer service survey. This assessment seeks information from clients on the impact of service changes, growth of expectations, and the extent to which the technology needs of the UVI community are being met. Although analysis of the survey results and comparison to previous years is not yet complete, some early data have emerged, including:
  - 126 people responded to the survey, up from 112 in 2011
  - Satisfaction with resolution time of Helpdesk calls remained consistent with 2011 results at 77%. A peak of 87% was reached in 2010 when two full-time call center agents were on staff. Call center staff was moved to part-time staff in 2011.
  - There was a decline in the overall rating of the performance of the call center staff during 2012. The call center was staffed by students starting in 2012 because of cuts to part-time budgets.
  - 32% of users felt that they did not receive enough information about the migration to the cloud email service.
  - 77% of students were satisfied with the improvements in the learning spaces and campus libraries.
  - 67% of faculty said that they are using the technology that they received training on.

- In FY 2010, 5620 service requests were logged and in FY 2011 6182 requests were logged;  
Data from the survey will be compiled for use by the Component to improve services. The survey represents a continued history of ITS to use assessment techniques to strive for continued improved.
- ✚ The implementation of the Collegiate Learning Assessment (CLA) was completed in March 2012 and results will be forth coming in July or August 2012. Development of an assessment plan of the degree program within the colleges and schools will greatly enhance the results of the CLA.
- ✚ The University of the Virgin Islands Golden Key (GK) International Honour Society, St. Thomas Chapter, achieved **Gold Standing** from the Golden Key International Honour Society Headquarters for the 2011-2012 Academic Year. Gold is the highest standing under the Chapter Standards Program initiated by the GK Headquarters.

## ACCOMPLISHMENTS DEMONSTRATING UVI'S COMMITMENT TO EMPLOYEES' EMOTIONAL AND SPIRITUAL HEALTH

The University continues to address the emotional and spiritual health of employees by offering workshops, training sessions, and "Gatherings" that address issues related to emotional and spiritual health in an effort to meet the needs of a cross-section of personnel, but also to increase the sensitivity of administrative to the emotional and spiritual needs of employees. Additionally, an effort has been made to provide employees with a variety of approaches to addressing and managing job-related stress. The accomplishments below highlight work in this area to date.

- ✚ The University's Center for the Study of Spirituality and Professionalism (CSAP or the Center) organized and offered a series of "Gatherings" throughout the Academic Year on both campuses. The purpose of the Gatherings was to ... Topics addressed at the Gatherings included:
- ✚ Holiday Galas were held on December 10, 2011 at the Divi Carina Bay Resort and December 11, 2011 at the Marriott Frenchman's Reef to recognize and honor the hard work of the University employees and to provide an opportunity, within an inspiring environment, for colleagues and friends of UVI to celebrate work, the year's accomplishments, and each other.
- ✚ The 2012 Employee Service Awards ceremonies on the St. Thomas and St. Croix campuses were very successful. Fifty-seven employees on St. Thomas and 40 employees on Albert A. Sheen, totaling 97 employees, were recognized for their years of service to the University. The amount included eight retirees, and six for Perfect Attendance. President Hall presented the Employee of the Year Awards to Adam J. Weiss, of the Albert A. Sheen Campus, St. Croix and Paulette J. Stevens, of the St. Thomas Campus.
- ✚ Student employees on the St. Thomas Campus were recognized for their service to the University under the theme, "Reaching for the Stars". Over 75 students were awarded recognition for their contributions to the University during the STAR Lighter Side Awards.

- ✦ The 7th Annual “Physical Plant and Security Appreciation Day” was held in the Great Hall on the Albert A. Sheen Campus on March 6, 2012. Individual gifts, awards and recognition certificates were presented to the employees by colleagues as well as Senators from the 29th Legislature of the U.S. Virgin Islands.
- ✦ Over 50 members of the University community participated in the St. Patrick’s Day parade in Christiansted, St. Croix on March 17, 2012, celebrating the University’s 50<sup>th</sup> Anniversary of meeting higher education needs in the territory. University backpacks and keychain lanyards were given out throughout the parade route.
- ✦ V.I. Carnival, April 2012 – Approximately 40 members of the faculty, staff, and students participated in the VI Carnival 60<sup>th</sup> Anniversary Adults Parade. The entry placed first in the Float and Troupes under-50 category. The University also sponsored the 4-H entry in the Children’s parade.



# APPENDIX =

## FY 201 & OPERATING BUDGET

.....6I 8; 9HHC 57H 5@

.....5GC: >I B9" \$ž&\$%&

**UNIVERSITY OF THE VIRGIN ISLANDS  
FISCAL YEAR 2012 OPERATING BUDGET  
BUDGET TO ACTUAL AS OF JUNE 30, 2012**

APPENDIX II

REVENUES	BUDGET	ACTUAL (06-30-12)
Tuition and Fees	\$12,954,604	\$11,092,464
Appropriations	\$26,412,808	\$17,361,806
Government Grants and Contracts	\$970,000	\$324,562
Private Grants and Contracts	\$1,040,447	\$87,284
Investments	\$250,000	\$32,141
Sales & Services Education	\$4,000	\$10,697
Sales & Services Auxiliary	\$6,076,908	\$3,795,094
Other Revenues	\$304,252	\$2,525,475
<b>Total Revenues</b>	<b>\$48,013,019</b>	<b>\$35,229,523</b>
EXPENDITURES	BUDGET	ACTUAL (06-30-12)
Instruction	\$11,662,713	\$8,657,830
Research	\$652,601	\$473,751
Public Service	\$960,298	\$597,569
Academic Support	\$3,517,533	\$2,468,480
Student Services	\$3,736,416	\$2,428,210
Institutional Support	\$11,393,161	\$8,676,988
Operations/Maintenance of Plant	\$8,070,181	\$5,403,276
Student Aid	\$559,469	\$254,284
Auxiliary Enterprises	\$5,864,930	\$3,300,756
Transfers	\$1,449,355	\$1,356,517
<b>Total Expenditures and Transfers</b>	<b>\$47,866,657</b>	<b>\$33,617,661</b>
<b>Net Operating Position</b>	<b>\$146,362</b>	<b>\$1,611,862</b>