



## PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES OF THE UNIVERSITY OF THE VIRGIN ISLANDS



The President's Report for this reporting period is organized into two sections. Part I provides highlights of new and ongoing presidential initiatives and institutional accomplishments since the last report. Part II of this report provides a detailed analysis of the outcome of each goal and measurable objective of the *Pathways to Greatness* close-out strategic plan report.

This framework has been adopted to ensure that all Components and Departments across the University are focused on areas that the University has determined are critical to our future success. I continue to be extremely impressed with the productivity and commitment of our University's students, faculty, staff and administrators.

### **PART I: PRESIDENTIAL INITIATIVES AND ACCOMPLISHMENTS**

I am honored to share with the Board of Trustees highlights of the University's activities and achievements for the reporting period. This section contains some of the major achievements of the University. These accomplishments speak to the commitment and resilience of our students, faculty, staff and administrators.

## STUDENT ACHIEVEMENTS

- Six (6) UVI students who participated in the National Science Foundation-Historically Black Colleges and Universities (NSF-HBCU) Summer Undergraduate Experience program had the unique opportunity to be part of an ocean glider pilot project. The project to deploy housing data-collecting underwater drones occurred in July 2018. The summer long project included ocean gliders plying the local waters as a means of advancing the understanding of ocean characteristics and contributing to improving hurricane forecasting models. Additionally, two of the gliders carried passive acoustic recorders to listen for whale sounds. The joint project was coordinated by Ocean and Coastal Observing – Virgin Islands (OCOVI), working with UVI's Center for Marine and Environmental Studies (CMES), National Oceanic and Atmospheric Administration (NOAA) and the US Navy to manage the gliders during their time in USVI waters. Students involved:
  - **Belize Saunders** - Applied Mathematics major
  - **Samuel Gittens, Jr.** - Biology major
  - **Jair Smith** - Computer Science major
  - **Kenique Liburd** - Computer Science major
  - **Kaleb Liburd** - Computer Science major
  - **Elisha Brunant** - Computer Science major
- The Albert A. Sheen Campus officers for the Golden Key International Honor society attended the Regional Summit held in New Orleans from June 28 through July 1, 2018. Student leaders in attendance were 2018-2019 Golden Key President **Julienne Ekpe**, Past President **Shakyra King** and Dean of Students/Honorary Golden Key member *Hedda Finch-Simpson*. The St. Croix Golden Key Chapter was awarded the prestigious Key Chapter Award. This award is primarily given to gold Chapters that have performed above and beyond to deliver outstanding academics, leadership, and service consistent with the three Pillars of Golden Key.
- The below students were accepted to off-island summer programs (conducting research or otherwise) and includes twenty (20) Science, Technology, Engineering and Mathematics (STEM) students supported by the new UVI Physics program:
  - **Azhar Hussein**: Massachusetts Institute of Technology (MIT)- Mid-Scale Innovations Program (MSIP) Bio-physics Summer Research Experiences for Undergraduates (REUs) Program

- **Gerlinder Difo-Cheri:** TAURUS Astronomy Internship at UT Austin/McDonald Observatory
- **Christopher Murphy:** University of California Berkeley SETI Institute Breakthrough Listening REU
- **Alexander Forten Berry:** National Radio Astronomy National and International Nontraditional Exchange (NINE) summer research program at Charlottesville, VA
- **Derrick Thomas Jr., Jahreem Thompson, Fatimah Hussein, Kaylan Husband:** National Aeronautics and Space Administration (NASA) - One Stop Shopping Initiative (OSSI) summer research internship at Goddard Space Flight Center
- **Silene Prentice:** Smithsonian Institute summer research internship at the Smithsonian Institute, Washington, DC
- **Jonisha AuBain, Harmonie Hanley:** Astrophysics summer research internship at the University of Western Australia.
- **Ruel Mitchel, Ulric Baptiste:** University of Huntsville summer research internship in solar physics
- **Rodney Querrard, Juan-Carlos Martinez, Treston Benjamin, Megan Grant, Izhaneeh Deterville, Josiah Jno-Lewis, Kaheem Walters:** UVI Emerging Caribbean Scientists (ECS) summer research in physics.
- Master in Marine and Environmental Science (MMES) students **Karli Hollister** and **Joe Townsend** were awarded the Carl Storm Underrepresented Minority (CSURM) Fellowship to support participation in the Mesophotic Coral Reef Ecosystems - Gordon Research Conference. June, 2018. Bates College, Lewiston, ME
- MMES students **Kathryn Cobleigh, Owen Clower, Kyle Jerris, Joe Townsend,** and **Karli Hollister** participated in the Bridge to the PhD program at Penn State University
- MMES students **Zola Roper** participated in the 2018 Nancy Foster Research Cruise
- **Julia Julien** (BS in psychology, 2018) completed the semester at Rutgers University-Newark under the tutelage of Dr. Gluck, Professor of Neuroscience.
- The 21st Century Band Jazz Institute was held in Snow Pond in Sydney, Maine (2018). UVI participants were **Sherwin Williams** (junior, Music Education major), **Howard Peters** (BA in Music Education, 2017), **Shamoi Rodgers** (BA in Music Education, 2016).
- **Elaine Jno-Baptiste**, Senior, Communication major, created and launched her online radio podcast show, Bush Tea and Palm Trees, on [www.340powerradio.com](http://www.340powerradio.com).

- **Matthew Perry** (freshman, Communication major, Albert A. Sheen Campus) created and hosted a weekly radio broadcast, “The Chill Spot,” WUVI, 93.5.
- **Khalarni Rivers** (Senior, Psychology major) worked as a paid research assistant on a project being conducted in the Territory by researchers from the University of Massachusetts during summer 2018.
- **Daryl Richards** attended a 2-week internship hosted by the University of Guam focused on agriculture and culture of Guam. Support was provided through a U.S. Department of Agriculture (USDA) National Institute of Food and Agriculture (NIFA) grant to the Agricultural Experiment Station (AES) from the Resident Instruction Grants Program for Institutes of Higher Education in Insular Areas.
- Two Information Systems and Technology (IST) students, **Sheldon DeGazon and Samuel Joseph**, earned the Computing Technology Industry Association (CompTIA IT) Fundamentals Certification in the Spring 2018 semester as a part of their IST 410 coursework.
- Eight students participated in the Washington Center Summer Internship Program during Summer 2018. The students spent the summer in Washington, DC, and had the opportunity to intern at various sites, including the Berry Newton, CPA, LLC; Inter-American Defense Board, Mentors, Inc.; CitizenScience.gov (US General Services Administration); National Cancer Registrars Association; Haynes Novick Immigration Consultants; and the US World War I Centennial Commission.
- The Fall 2018 New Student Orientation culminated with Convocation ceremonies on both campuses. Students in attendance were officially welcomed to the University by President Hall, Provost McKayle, Deans and faculty members of the respective Schools and Colleges. A total of 159 students attended and participated in the Convocation ceremony on the St. Thomas Campus; approximately 60 students participated in the Convocation ceremony on the Albert A. Sheen Campus.
- **Master’s Thesis Defenses**
  - **Nolana Franklin** “Depression in Older Adults in Residential Care on St. Croix and the Knowledge of and Attitudes toward Depression by Care Staff.” Master of Arts in Psychology. University of the Virgin Islands. (2018)
  - **John Cassell** “Seasonal Patterns of Seagrass Species, With Relations to Herbivore Preference in A Small Caribbean Bay.” Master in Marine and Environmental Science, University of the Virgin Islands. (2018)
  - **Michele Donihe** “Assessing Impacts of the Invasive Seagrass, *Halophila Stipulacea*, on Juvenile Southern Stingray (*Hypanus Americanus*) Habitat Preference and Delineation of Diel Movement Patterns in Brewers Bay and Perseverance Bay, St. Thomas, USVI.” Master in Marine and Environmental Science, University of the Virgin Islands. (2018)

- **Paul Hillbrand** “Reconstructing Male Hawksbill (*Eretmochelys Imbricata*) Genotypes in the Nesting Population of Buck Island Reef National Monument, St. Croix: An Assessment of Multiple Paternity and Breeding Sex Ratio.” Master in Marine and Environmental Science, University of the Virgin Islands. (2018)
- **Mareike Duffing Romero** “Spatial-Temporal Movement Patterns of Atlantic Tarpon (*Megalops Atlanticus*) and Lane Snapper (*Lutjanus Synagris*) in the US Virgin Islands.” Master in Marine and Environmental Science, University of the Virgin Islands. (2018)
- **Moriah Sevier** “A Spatiotemporal Ridge-To-Reef Evaluation of a *Gorgonia Ventalina* Aspergillosis Epizootic in St. Thomas USVI.” Master in Marine and Environmental Science, University of the Virgin Islands. (2018)
- **Nikita Thompson** “Evaluating the Abundance and Size Distribution of Indo-Pacific Lionfish (Pterois Spp.) in the US Virgin Islands.” Master in Marine and Environmental Science, University of the Virgin Islands. (2018)

## ALUMNI UPDATES

- **Julia Julien** (BS in Psychology, 2018) attended Virginia Technology University’s Post-baccalaureate Research and Education Program (PREP) in neuroscience. In July, she presented the research she did the previous summer at Rutgers University on naps and cognition at the North Carolina Biosciences Collaborative Symposium hosted by Duke University.
- **Shaniqua Hodge** (BS in Psychology, 2017) was hired as the Summer Internship Coordinator for LIFT (Labor Investing for Tomorrow), US Virgin Islands Department of Labor. Ms. Hodge is currently pursuing a master’s degree at Howard University.
- **Michael Rosario** (BS in Psychology, 2017) was awarded a prestigious four-year Health Policy Research Fellowship from the Robert Wood Johnson Foundation for his doctoral work in cognitive neuroscience at Boston University School of Medicine. His advisor, Dr. Karin Schon, received a grant from the Alzheimer’s Association to conduct research on the relationship between racism, stress and cognition in Blacks ages 55-75, for which Mr. Rosario will conduct research in Boston and on St. Croix.
- **Indira Turney** (BA in Psychology, 2011) successfully defended her Ph.D. dissertation in cognitive neuroscience at Pennsylvania State University and received her doctorate in August, 2018. The title of her dissertation is “Investigating Neural Effects of Memory Training to Reduce False Memories in Older Adults.” Ms. Turney was offered post-doctoral fellowships at Wayne State University, Rutgers University and Columbia University. She chose to work with Dr. Jennifer Manley in the Taub Institute for Research on Alzheimer’s Disease and the Aging Brain at Columbia University’s College of Physicians and Surgeons Department of Neurology where she will conduct research on health disparities related to Alzheimer’s disease.

- The Washington Center Alumni (2016), **Tamika Jude** was recruited as a Resident Assistant for the TWC Summer program. Ms. Jude, currently pursuing a degree in law at Barry University, is the first UVI student to serve in that position.

## FACULTY ACHIEVEMENTS

### FACULTY PUBLICATIONS

Student names are **bolded**. Alumni names are *bolded, italicized*. UVI Faculty/staff names are *italicized* (Last name, first name).

- *Alexander, K. A.*, St. Vil, N., Braithwaite-Hall, M., Sanchez, M. A., *Bauman, M.*, *Campbell, D. W.* (2017). "Some Men Just Don't Want to Get Hurt: Perspectives of U.S. Virgin Islands Men toward Partner Violence and HIV Risks." *Ethnicity & Health*, (2018). doi:0.1080/13557858.2017.1395816.
- *Alexandridis, K.* "Assessing Cognitive and Social Attitudes toward Environmental Conservation in Coral Reef Social-Ecological Systems." *Social Sciences* (2018). 7. 109.10.3390/socsci7070109.
- *Alexandridis, K.*, Takemura, S., Webb, A., Lausche, B., Culter, J., Sato, T. "Semantic Knowledge Network Inference across a Range of Stakeholders and Communities of Practice." *Environmental Modelling & Software* (2018). 109.10.1016/j.envsoft.2018.08.026.
- Berg-Fulton, T., Langmead, A., *Lombardi, T.*, Newbury, D., Nygren, C. (2018). A Role-Based Model for Successful Collaboration in Digital Art History. *International Journal of Digital Art History*, Vol. 3, 153-180. <https://journals.ub.uniheidelberg.de/index.php/dah/index>.
- *Engerman, K.* (2018). Impact of Silent Service. In (eds) *Engerman, K.*, Floyd-Smith, T., Luster-Teasley, S. *Women Having Impact*. Santa Barbara, CA: Fielding University Press.
- *Flemming, P.* (2018). The Relationship between Leadership Traits, Market Orientation and Corporate Culture on Customer's Retention on Quasi-Government Organizations in the U.S. Virgin Islands. *Journal of Business Theory and Practices*, Vol 6 (3), p.p. 226 doi: 10.22158.
- *Flemming, P.*, *Flemming, B. E.*, McLaughlin, G., *Faley, T.* (2018). The Impact of Market Orientation, Mixed Method Research and Organizational Leadership: A Research Method Proposition and Implication for Executive Leadership. *International Journal of Business Marketing and Management*, Vol 3, (7), p.p. 45-59. ISSN: 2456-4559.
- Grant, R., *Hamilton, D.*, Parrilla, S. (2018). Mental Health Treatment with Caribbean Peoples. Manuscript submitted for publication.
- *Lombardi, T.*, North, M. (2017). No Student is an Island: Degradation of Instructor Presence in the Multi-Site IS Classroom. *Issues in Information Systems*, Vol 18, (3), 40-52.
- *MacKenzie, L.* (2018). An Overview of Victims of Domestic Violence: Improve Law Enforcement Response to Domestic Violence to Prevent Revictimization. *Journal of Economic Development, Management, IT, Finance and Marketing*.
- *Prince, A.* (in press). A Glimpse into African American Culture: Cultural Considerations for the Psychological Field. In H. V. Soper & K. D. Gaines (Eds.) *Culture for Clinical Psychologists: Sensitivity to Diversity within Cultures*. Fielding University Press.

- *Prince, A., Soper, H.* (in press). The Development of Prejudice. In H. V. Soper, K.D. Gaines (Eds.) *Culture for Clinical Psychologists: Sensitivity to Diversity within Cultures*. Fielding University Press.
- *Walker, S.* (2018). Empirical Study of the Application of Double-consciousness among African-American Men. *Journal of African American Studies*, 1-13. doi: 10.1007/s12111-018-9404-x.

## FACULTY PRESENTATIONS

(Students names are in **bold** print (last name, first name); faculty names are *italicized* (last name, first name))

- *Abdallah, S., L. Cummings, Jones, N. A.* “The Ties that Bind Us: Campus Wide Experiences (CWEs) Facilitating School Connectedness among First-year UVI students.” UVI Research Day (2018). Poster Presentation.
- *Bailey, D.S.* (2018). Comparison of Nutrient Film Technique and Aquaponics Production of 4 Lettuce Types. UVI Research Day, STX-P3, p. 3.
- *Boncana, M., Celestine, C., Creque, S., Demero, V., King, M., Lindo, M., Peltier, I.* (2018). Humanitarian efforts during hurricanes Irma and Maria: Saving lives and restoring normalcy. UVI Research Day, University of the Virgin Islands. St. Croix, VI.
- *Boncana, M., Palmer Crawford, J., Albany Crispin, M., Rivers, V.* (2018). Planning for Students’ Well-being and Post Hurricane: A Participatory Action Research. UVI Research Day, University of the Virgin Islands, April 20, 2018. St. Croix, VI.
- *Brandt, M.* “Understanding Disease Dynamics among Diverse Coral Communities.” Nova South-eastern University. Oral Presentation.
- *Brandt, M.* “The Lesser of Two Evils: Comparing the Impact of Catastrophic Events on Coral Reefs of the US Virgin Islands.” University of South Florida’s Marine Science Seminar Series. Oral Presentation.
- *Breton, A, Habtes, S., Jobsis, P.* “Database Management and File Distribution of Oceanographic Data.” CariCOOS General Assembly (2018). Poster Presentation.
- **Colon, M.A.,** *Bailey, D.S.* (2018). Comparison of Two NFT Hydroponic Nutrient Sources for the Production of 4 Types of Red Leaf Lettuce. UVI Research Day, STX-P2, p.2.
- *Combie, V.* (2018). Introducing Home Language in the English Classroom: A Search for Identity. UVI Research Day, University of the Virgin Islands. St. Croix, VI. Roundtable.
- **Dickson, R.,** *Weiss, S. A., Hurak, M.* (2018). St. Croix White Lambs have Improved Growth Performance when Grazing Native Pasture Improved with No-till Sunn Hemp (*Crotalaria juncea* L.) in the U.S. Virgin Islands. UVI Research Day, STX-P6, p. 4.



- Dr. Langmead, *Lombardi, T.* (2018) delivered a plenary address entitled, "Successful Interdisciplinary Collaboration in the Digital Humanities," at the 2018 CADRE Conference at the High Performance Computing Center at Oklahoma State University. <https://hpcc.okstate.edu/2018-cadre-agenda>.
- *Engerman, K., Clavier, N., Honore, S.* (2018). Perceptions and Awareness of Climate Change on Environmental Stewardship. UVI Research Day, University of the Virgin Islands, 2018. St. Croix, VI.
- Ewen, K., *Habtes, S.* "Vertical Distribution of Larval Fish (Genera *Scarus* and *Sparisoma*) in the U.S. Virgin Islands." UVI Research Day (2018). Poster Presentation.
- *Flemming, B.* (2018). The Relationship between Staff Performance, Technology, and Culture to improve Organizational Performance in U.S. Virgin Islands: A Work in Progress. Pan-African Enterprise Research Council International Conference on Black Entrepreneurship in the 21st century: Virgin Islands.
- *Flemming, P.* (2018). Doing Global Research. 78th International Conference of Academy of Management, Chicago, Illinois.
- *Flemming, P.* (2018). The Relationship between Leadership Traits, Market Orientation and Corporate Culture in Retaining Customers. Pan-African Enterprise Research Council International Conference on Black Entrepreneurship in the 21st century: Virgin Islands.
- *Godfrey, R.* presented a summary of research projects conducted in the Animal Science program of Agricultural Experiment Station (AES) at the Senepol Cattle Breeders Association meeting held on St. Croix August 8-10, 2018. The conference celebrated the 100<sup>th</sup> anniversary of the establishment of the Senepol breed on St. Croix. In addition to presentations by researchers and breeders, there were tours of the UVI-AES Beef Cattle Research Facility and Annaly Farms. The conference was attended by 50 individuals representing the U.S., USVI, Brazil, Bolivia, Australia, Dominican Republic, Guatemala, Paraguay and Namibia.
- *Godfrey, R.* was awarded the Fritz E. Lawaetz Award from the Senepol Cattle Breeders Association in recognition of his many years of dedicated service to the Senepol breed.
- *Godfrey, R., Nero, A.L., Roberts, G., Lakos, S. A.* (2018). Evaluating the Lag between Body Temperature and Ambient Temperature in Hair Sheep Ewes in the Tropics. *J. Anim. Sci.* 96(Suppl. 2).
- *Godfrey, R., Weis, A.J.* (2018). Evaluating the Lag between Body Temperature and Ambient Temperature in Senepol and Crossbred Heifers in the Tropics. *J. Anim. Sci.* 96(Suppl. 2).
- *Grimes, K.* "Marine Debris in the U.S. Virgin Islands." Reef Fest 2018. Oral Presentation.

- *Grimes, K., Bucklin, C. J.; Habtes, S.; Forbes, Jr., H., Taylor, M., Goodwin, C., S. Nick.* “Empowering Communities to Reduce Land-Based Sources of Marine Debris to Nearshore Waters of the U.S. Virgin Islands through Educational Partnerships.” University Council of Water Resources and the National Institutes of Water Resources Annual Meeting. Oral Presentation.
- *Grimes, K., Nick, S., Durdall, A., Jensen, A., O. Clower.* “Mud: More than Just a Mess. How Sediment Cores Help us Understand Coastal Ecosystems.” UVI Research Day 2018. Poster Presentation.
- *Heidmann S.L., Nemeth, R. S.* “Home Range Characteristics and Diel Changes in Space Use of Mutton, Snapper, Lutjanus analis, in St. Thomas, USVI.” UVI Research Day (2018). Poster Presentation.
- *Hendrickson, K., Engerman, K., Hamilton, D., Honore, S., Clavier, N., McSween, V.* Roundtable discussion: Multidisciplinary Views on Prison Re-entry and Recidivism. *UVI Research Day*, University of the Virgin Islands, 2018. St. Croix, VI. Roundtable.
- **Imhotep, C.,** Ewer, J., *Zimmerman, T. W.* (2018). Establishment of Green Beans in the Virgin Islands. UVI Research Day, STX-P8, p. 5.
- *J. Dreves, S. Crossman, V. Forbes, A. Laurencin, C. Montilla.* “Seasonal Evaluation of Downy Mildew Resistance and Insect Populations on Cucumber Cultivars in the U. S. Virgin Islands.” Presented at the 54th Caribbean Food Crops Society Annual Meeting entitled “Multi-functionality of Agriculture in the Caribbean Basin in Countries with Predominant Tourist industries” in Belize City, Belize (2018).
- **Jensen, A., Grimes, K.,** Smith, E., *Brandt, M.* “Investigation of Blue Carbon Storage in Native and Invasive Seagrass Habitats in St. Thomas, U.S. Virgin Islands.” UVI Research Day (2018). Poster Presentation.
- *Jobsis, P.* “Sea Turtle Research at UVI.” Reef Fest 2018. Oral Presentation.
- **Joseph, S., Zimmerman, T. W.** (2018). Pitaya Floral and Fruit Development in the Virgin Islands. UVI Research Day, STX-P1, p. 2.
- *Lakos, S. A, Joseph, S.A., Godfrey, R. W.* (2018). The Effect of Water Restriction at Weaning on Hair Sheep Ewes and Lambs in the Tropics. UVI Research Day, STX-P7, p. 5.
- *McKayle, C., Mack, K., Byrd, G., Taylor, O., Romano, S., Engerman, K., Sullivan, L., Alexandridis, K.* (2018). CASL: The Center for Advancement of STEM Leadership. UVI Research Day, University of the Virgin Islands, 2018. St. Croix, VI.
- *McKayle, C., Mack, K., Byrd, G., Taylor, O., Romano, S., Engerman, K., Sullivan, L., Alexandridis, K.* (2018). Overview of the Center for Advancement of STEM Leadership. UVI Research Day, University of the Virgin Islands, 2018. St. Thomas, VI.
- *McKayle, C., Stolz, R., Monroe, N.* Non-cognitive Psychological Variables of Gender Inequalities in STEM Education. Presented at the Gender Summit, London (2018).

- Morgan, M., *Zimmerman, T.W.* (2018). Evaluation of Hurricane Damage to Different Tree Species on St. Croix. UVI Research Day, STX-P4, p. 3.
- Mukherjee, S., *Habtes, S.* “Developing the Regional Ocean Modeling System to Study Oceanic Circulation Around the US Virgin Islands.” CariCOOS General Assembly (2018). Poster Presentation.
- *Perry, M.* (2018). Exclusion, Prosecution, Disownment: Dynamics of Membership in Transatlantic Quakerism. Omohundro Institute of Early American History and Culture’s 24th Annual Conference. June 2018, Williamsburg, VA. Served as panel chair.
- *Perry, M.* (2018). Hurricane Impacts on Caribbean Education and Heritage Sites: “A roundtable discussion of urgent needs and long-term challenges.” Association of Caribbean Historians Annual Meeting, Bridgetown, Barbados.
- *Reuben, L.* (2018). “The Essentiality of Black Business Participation in Public Projects.” Pan African Enterprise Research Council International Conference on Black Entrepreneurship in the 21st Century: Virgin Islands.
- *Solomon, H.* (2018). Holistic Green Economics Concept for Global Energy, Water and Food Security. UVI Research Day, University of the Virgin Islands, April 20, 2018. St. Thomas, VI.
- *Weiss, S., Hensley, D., Hurak, M., Dickson, R.* (2018). Enhancing Tropical Conservation Tillage Cropping Systems with Sunn Hemp (*Crotalaria juncea*) Cover Crop Residue as in Situ Mulch in the Production of Organic Calabaza Pumpkin (*Cucurbita moschata*). UVI Research Day, STX-P5, p. 4.

## SPECIAL PROJECTS AND NEW GRANT FUNDING

Grant funding received for the reporting period amounted to approximately \$2 Million dollars. The table below provides additional details:

Project Title and PI(s)	UVI Department	Funding Agency	Award Amount
RII Track-4: Building Knowledge on Genotyping Seagrasses to Assess Competitive Interactions under Climate Change PI: <i>Edwin Cruz Rivera</i>	CSM	National Science Foundation (NSF)	\$170,846 .00
OSHA 21(d) Consultation Program PI: <i>Ilene Garner</i>	UVI CELL	U.S. Department of Labor - Occupational Safety and Health Administration	\$ 363,800.00
Excellence in Research: Time Domain Astronomy in the Caribbean: Detecting and Characterizing the Fastest Astrophysical Transient Events PI: <i>Antonino Cucchiara</i>	CSM	NSF	\$498,125.00
Broadening Participation Research Center: Center for the Advancement of STEM Leadership PI: <i>Camille McKayle</i>	Provost	NSF	Five year, \$9 million with UVI as lead and joint with NCA&T, AAC&U and Fielding
VIERS the next 50 years: rebuilding resilient research infrastructure at the Virgin Islands Environmental Resource Station (VIERS) PI: <i>Paul Jobsis</i>	CMES	NSF	\$245,000.00
2018 AgDiscovery PI: <i>Louis Peterson</i>	CES	USDA-APHIS	\$ 58,108.00
Restoration of UVI-African Object Collections Post Hurricane Irma/Maria PI: <i>Denise Humphrey</i>	IA	National Endowment for the Humanities	\$13,875.00
Finding Treasure in Trash: Quantifying the Recycling and Waste Diversion of the Virgin Islands PI: <i>Gregory Guannel</i>	CSM	US EPA	\$ 25,000.00
Ecological and Environmental Drivers of Lionfish Movement on Invaded Coral Reefs in the U.S. Virgin Islands PI: <i>Bernard Castillo</i>	CSM	National Academy of Sciences	\$38,053.00
Yale Transdisciplinary Collaborative Center for health Disparities Research (YALE-TCC) PI: <i>Maxine Nunez</i>	SON	Yale University	\$119,151.00
Developmental Monitoring within State Systems Grant PI: <i>Karen Brown</i>	VIUCEDD	Association of Maternal & Child Health Programs/	\$10,000.00
Florida-Caribbean Louis Stokes Regional Center of Excellence PI: <i>Camille McKayle</i>	Provost	NSF	\$1.5million 3-year collaborative grant with Santa Fe College, FL

## OTHER ACTIVITIES

Student names are **bolded (last name, first name)**. Alumni names are *bolded, italicized*. Faculty names are *italicized*.

- *Albert-Honore, Sharon*. (2018). The UVI: Program opportunities at the University of the Virgin Islands. Denver College Tour Selection Committee Meeting, Epsilon Nu Omega Chapter, Alpha Kappa Alpha Sorority Incorporated. Denver, Colorado, June 26, 2018.
- *Albert-Honore, Sharon*. (2018). Academic exchange program at the University of the Virgin Islands. Tong Ji University in Shanghai, China, June 5, 2018; China Studies Institute, Association of American State Colleges and Universities, Beijing China, June 22, 2019.
- *Brown, Karen*. (2018). Developmental monitoring in the USVI using Centers for Disease Control and Prevention (CDC)'s "Learn the Signs. Act Early" Program. U.S. Department of Education Technical Assistance Meeting (Invited presentations). St. Thomas, USVI.
- *Hamilton, Dara*. (2018). Happy and Healthy as We Age. Disabilities Rights Center, Presentation, St. Croix, VI.
- *Hamilton, Dara*. (2018). Happy and Healthy from 0-3. Disabilities Rights Center, Presentation, Croix, VI.
- *Hill, John* was a speaker at the 24<sup>th</sup> Global Organic and Inorganic Chemistry Conference in Atlanta in July. (2018). The theme was "Emerging Tides in Organic and Inorganic Chemistry."

## **SIGNIFICANT INSTITUTIONAL ACHIEVEMENTS**

### **UVI TO LEAD NATIONAL STEM LEADERSHIP RESEARCH THROUGH NATIONAL SCIENCE FOUNDATION \$9 MILLION GRANT**

The University of the Virgin Islands will lead a collaboration of four entities that received a \$9 million award over five years in funding from the National Science Foundation (NSF) to create the Center for the Advancement of STEM Leadership (CASL). The Center is the nation's first broadening participation research center to conduct research on the leadership impact of Historically Black Colleges and Universities (HBCUs) in advancing diversity in STEM (Science, Technology, Engineering, and Mathematics). The four partner institutions involved in the execution of the grant are UVI, North Carolina A&T State University, Fielding Graduate University and the Association of American Colleges and Universities.

CASL's goal is to serve as the nation's premier intellectual and scholarship-generating resource for examining and determining the kind of leadership that broadens the participation of African Americans in STEM. Among higher education institutions, only HBCUs have a sustained record of consistently producing a diverse group of graduates in STEM fields who are prepared for further education and the STEM workforce. The Center aims to meaningfully contribute to the development of next-generation leaders who are able to preserve the legacy of HBCUs' success in this regard. Through its wide-ranging objectives of broadening participation research, expanding STEM education, and developing mainstream outreach and knowledge transfer, UVI will be the lead institution charged with achieving the grant's research objectives. Provost Camille McKayle is principal investigator for the grant and serves on the senior leadership team of CASL.

As a result of the University's leadership in STEM education, President Hall was invited to serve as a guest panelist at the Annual National HBCU Week Conference hosted by the White House Initiative on HBCUs on September 16-19, 2018 in Washington, DC. The panel entitled, "Trends and Priorities in Federal STEM Education," builds on the America COMPETES Act and the American Innovation and Competitiveness Act which were adopted to invest in innovation through research and development to improve the competitiveness of the U.S. and to develop a 5-year Federal STEM education strategy that will shape future federal agency priorities in STEM. The session also explored the role of the federal government in boosting STEM education attainment in support of diverse and inclusive workforce readiness, job-creating entrepreneurship and U.S. competitiveness.

## **UVI TO RECEIVE \$11 MILLION GRANT FROM U.S. DEPARTMENT OF EDUCATION**

U.S. Department of Education (DOE) Secretary Betsy DeVos announced on August 28, 2018, that under the Emergency Assistance to Institutions of Higher Education Program, \$63 Million in federal assistance will be awarded to 47 higher education institutions in the U.S. Virgin Islands, Puerto Rico, Texas and Florida directly affected by the major disasters that occurred in 2017. Through this grant, UVI will receive an allotment of \$11,174,451. The University applied for these funds in June 2018 and received the highest amount of any institution. Given the delays with receiving funding from the Federal Emergency Management Agency (FEMA) and the insurance companies, the DOE grant has allowed the University to develop a more aggressive strategy to advance the rebuilding of our campuses. We have finalized the next phase of the DOE application process and anticipate receiving the funds prior to the end of the calendar year. The DOE will review additional applications, including those from institutions previously awarded, to distribute remaining funds from the \$100 million grant program. UVI had the opportunity to host Secretary DeVos last year on the St. Thomas Campus after hurricanes Irma and Maria. The University is appreciative of the support of the U.S. Department of Education and Secretary DeVos.

## **FREE TUITION POLICY LEGISLATION**

Through the advocacy of the University and the support of the Board, UVI developed a Free Tuition Policy proposal which received the support of the executive branch of the Government of the Virgin Islands. The policy would apply to all high school graduates, regardless of the year they graduated, as well as those students who relocated because of hurricanes Irma and Maria. The proposal, which follows the innovative lead of a few states and colleges, is intended to drastically increase the percentage of Virgin Islands residents with college degrees. Presently, the Virgin Islands ranks very low (11.4%) and is behind all states in the nation. The policy would also curb some of the “brain drain” by incentivizing students to remain in, or return to, the Virgin Islands. It will also make it easier for UVI to attract and retain Virgin Islands high school students, and thus increase its enrollment.

Governor Mapp hosted a press conference on September 11, 2018 to announce funding for the proposal which his Administration further developed into legislation for consideration by the Legislature of the Virgin Islands. The proposed bill establishes a Virgin Islands Workforce Development Scholarship Program with an annual appropriation of \$3 Million from the Internal Revenue Matching Fund, which the University would have to draw down based on enrollment needs. The goal of the legislation is to encourage Virgin Islands residents to pursue post-secondary education at UVI and to ensure that local talented and skilled graduates remain in the Territory to meet the workforce demands. While there are some modifications to the proposed bill that the University would recommend, if the legislation is approved, the U.S. Virgin Islands will be a national leader and the first Territory in the U.S. to fund this innovative approach. UVI will also be the first HBCU in the nation to offer free tuition to residents of its home state/territory. The free tuition initiative is a goal of the draft 2018-2023 “Greatness Through Innovation” Strategic Plan.

## **ANDERSON FAMILY ESTABLISHES \$2 MILLION ENDOWMENT IN SUPPORT OF UVI STUDENTS**

UVI received a transformational gift from the Marion & John E. Anderson Foundation on August 30, 2018 in ceremonies which occurred on the University's Albert A. Sheen Campus on St. Croix and on September 5, 2018 on the St. Thomas Campus. The University is among a group of non-profit organizations in the Territory that were selected to be a part of the Family's philanthropic efforts in the aftermath of hurricanes Irma and Maria. This investment will be among the most significant gifts the University has received in recent years. The Anderson Family will establish the TOPA Endowment with an initial \$2 million investment. The Fund will generate approximately \$100,000 annually in scholarship funding for students who graduate from one of the local public high schools and enroll at UVI.

## **HBCU MONEY'S 2017 TOP 10 HBCU ENDOWMENTS UVI RANKS #7**

Since breaking into the top ten a few years ago, the University of Virgin Islands endowment, managed through the Foundation of the University of the Virgin Islands (FUVI) under the leadership of Dr. Haldane Davies, continues its ascension up the ranks. According to the most recent ranking based on 2017 data, HBCU Money ranks UVI's endowment at #7 among HBUCs. The endowment rankings are based on financial market investment returns. The UVI endowment seeks to preserve and grow funds for the institution's long-term stability and for future generations of students.

## **UVI RANKS IN TOP TEN OF ALL HBCUs FOR RESEARCH AND DEVELOPMENT**

According to the annual National Science Foundation (NSF) Higher Education Research & Development (HERD) Survey, the University of the Virgin Islands ranks #8 in the nation of all HBCUs in Research and Development (R&D) expenditures. The NSF HERD survey is the primary source of information on R&D expenditures at U.S. colleges and universities. R&D expenditures are a key measurement of a school's overall research productivity and performance. Results of the survey are primarily used to assess trends in R&D expenditures across the fields of science and engineering. The NSF HERD survey information is also critical for decision making by federal, state, and academic planners regarding future R&D national funding priorities. For these reasons, the University's top ten placement among all HBCUs (102 HBCUs in the nation), many of which significantly larger than UVI, is an important national recognition of the research being funded and conducted by UVI faculty and researchers. The University's R&D efforts include innovative and creative research undertaken on a systematic basis in order to increase the stock of knowledge in various disciplines and advance education, learning and expertise that benefit the Territory, Caribbean region, U.S. and internationally.



## University of the Virgin Islands Ranked #3

Study: 10 Most Affordable Public and Private HBCUs in the US

# Your Future

Starts August 20th

With In-state tuition rates as low as \$4,631 per year, it's no wonder studentloanhero.com ranked the University of the Virgin Islands #3 as one of the Most Affordable Public and Private HBCUs in the US.

Editorial Note: This content is not provided or commissioned by any financial institution. Any opinions, analyses, reviews or recommendations expressed in this article are those of the author's alone, and may not have been reviewed, approved or otherwise endorsed by the financial institution.



- 1 ASTRONOMICAL OBSERVATORY
- 2 RHODES SCHOLARS
- 3 CAMPUS LOCATIONS
- 4 NATIONALLY ACCREDITED PROGRAMS
- 5 SCHOOL OF NURSING  
SCHOOL OF BUSINESS  
SCHOOL OF EDUCATION  
COLLEGE OF LIBERAL ARTS & SOCIAL SCIENCES  
COLLEGE OF SCIENCE  
\$ MATHEMATICS



# UVI

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admissions@uvi.edu

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[www.UVIPride.com](http://www.UVIPride.com)

Safier, R. (2018, August 7) Study: 10 Most Affordable Public and Private HBCU'S in the US. Retrieved from <https://studentloanhero.com/featured/study-most-affordable-public-private-hbcus/>

### UVI RANKS THIRD AMONG HBCUs AND FIFTH NATIONALLY IN AFFORDABILITY

UVI's value proposition provides students with a quality education at an affordable cost that rivals other universities nationally. Based on data from the National Center for Education Statistics on tuition and fees for the 2017-2018 school year, UVI ranks #3 among the most affordable public and private HBCUs in the U.S. The findings of the study appeared in a national article featured on the Student Hero Loan website. The University used the story as a post for promotional marketing on social media (Facebook and Instagram). The post garnered over 16,500 views ranging from the US mainland to St. Martin and 50+ shares. A copy of the promotional advertisement that was utilized as part of the enrollment drive for the Fall 2018 semester is shown above. Moreover, when examining the rankings of all public and private (non-profit), four-year colleges and universities in the U.S. that offer primarily bachelor's degrees or above, UVI ranks #5 in the nation.

## **UNIVERSITY OF ST. MARTIN COMMENCEMENT**

UVI at USM (University of St. Martin) held its commencement exercise on August 18, 2018 in St. Martin. The graduating UVI at USM class is the first cohort of students to complete their degrees under a Memorandum of Understanding (MOU) with the University of St. Martin aimed at expanding opportunities for more individuals to have access to a UVI program of study and degree and to increase University revenues. It also fulfills the University's desire to strengthen partnerships with Caribbean neighbors. The successful UVI at USM students completed their bachelor and master degrees in business administration and education, respectively. Although the initial commencement date was delayed due to challenges with the hurricanes, UVI was able to work with the USM leadership team to organize a memorable and thoughtful event for students. At the ceremony, UVI degrees were conferred by President Hall and Provost McKayle. Of the total USM graduates of 33 students, there were 12 UVI graduates.

## **UVI HOSTED CONGRESSIONAL DELEGATION LED BY DEMOCRATIC HOUSE MINORITY LEADER NANCY PELOSI**

The University had the opportunity to host Democratic Leader U.S. Congresswoman Nancy Pelosi and a Congressional delegation of fourteen Members including V.I. Delegate to Congress Stacey Plaskett, Governor Mapp and other local and federal officials. The group visited Puerto Rico and the U.S. Virgin Islands focusing on disaster relief and recovery efforts. Many of the representatives who visited serve on committees that impact the distribution of federal funds to the Territory. The University was selected as the host site for the event. A press conference that was aired nationally was held on the UVI St. Thomas Campus in the Administration & Conference Center Building on Saturday, July 28, 2018.

## **WELLNESS INITIATIVES ON CAMPUS**

In an effort to promote healthier campus communities, enhance employee engagement in wellness activities and foster ongoing community outreach, the University has embarked on two wellness initiatives. On St. Croix, UVI signed a Memorandum of Understanding in April 2018 for a three-year commitment with the National Partnership for a Healthier America – Healthier Campus Initiative, joining other U.S. higher education institutions working to create healthier campus communities. The wellness initiative is being rolled-out on the Albert A. Sheen Campus and was officially launched on September 7, 2018. The initiative is a national effort to create campus environments that encourage and support greater physical activity and healthier eating habits. A steering committee has been selected to guide the implementation of the program on that campus.

On the St. Thomas Campus, the University was asked by the Government Employees Service Commission (GESC) Group Health Insurance Board to run the Cigna wellness program for all covered Government health insurance plan participants which include UVI full-time employees. The successful program was previously

managed by the V.I. Port Authority. The year-round program, with support from the Cigna Well-Being Solutions Health Improvement Fund, provides various exercise programs and nutritional and other wellness support. UVI agreed to takeover managing the program and commenced doing so at the Sports & Fitness Center in July 2018 with the lead support of our Human Resources Department.

## **RESTORATION OF THE UNIVERSITY'S OPERATING BUDGET FISCAL YEAR 2019**

The University is pleased with the approval of its Fiscal Year (FY) 2019 operating budget in the amount of \$34.8 Million. One of the goals in the Pathways to Greatness strategic plan was to restore local government funding to 2009 levels. By way of example, appropriations in 2009 from the Government of the Virgin Islands were \$34.5 Million, and over the years, the allotments have dropped to a low of \$28.2 Million. These reductions beginning in FY 2011 have forced the University to rely on other revenue sources, austerity measures, hiring freezes and cost reductions to balance its operating budget. This has created challenges for the University in filling critical vacancies and effectively addressing its institutional challenges and priorities.

The FY 2019 budget provides funding for new initiatives like the Foster Care Tuition Subsidy, and the development of new programs such as the Agricultural Science and Aquaculture Program and Master's in Social Work on the Albert A. Sheen Campus. It also provides support for the Summer Bridge Program, the Virgin Islands Caribbean and Cultural Center (VICCC) and expanded funding for the Hospitality and Tourism Management Program. The University appreciates the advocacy and support of both the Legislature and Governor in approving the FY 2019 budget.

## **PATHWAYS TO GREATNESS STRATEGIC PLAN CLOSE-OUT SUMMARY**

The University's Strategic Plan, "Pathway to Greatness," concluded on September 30, 2018. The plan, which contained 50 Goals and 94 Measurable Objectives, served as a key guide and foundation to move the institution forward from 2012-2018. During this period, the University encountered numerous challenges and setbacks including two category five hurricanes, the deaths of key faculty members and an administrator, and since Fiscal Year (FY) 2010-2011, the University has suffered a cumulative reduction of \$9.5 Million in appropriations and a \$9.2 Million reduction in allotments. Despite these challenges and setbacks, the University, through the dedicated and consistent work of its employees and students, was able to achieve 73% of the measurable objectives in the strategic plan. The percentage where we do not have available data to measure accurately but progress was made is 7% and the percentage not achieved is 19%.

Some of the highlights included faculty publications, online degrees and study abroad placements greatly exceeding the goals. The creation and implementation of the University's first PhD program was historic, and so is the establishment of Child Care Centers on both campuses. Restoring the local government appropriations to 2009 levels was an ambitious goal that was finally achieved in 2018. The University's strategic goal to

embed institutional assessment within the fabric of the institution was achieved through the ongoing UVINext process to understand better the impacts, costs, and revenues generated by each program and service at the University.

During this period, the Carnegie Foundation for the Advancement of Teaching selected UVI as one of its recipients for their 2015 Community Engagement Classification Award. The University received this honor due to our compelling alignment among campus mission, culture, leadership, resources, and practices that support dynamic and noteworthy community engagement and exemplary institutionalized practices of community engagement. This prestigious designation demonstrates our integrated and sustained commitment to responsive community service, outreach and partnerships that strengthen the bonds with our community partners to address issues impacting our society and provide meaningful outcomes in our community. Obtaining this recognition was an overarching goal of our strategic plan. Our classification is valid until 2025 when we would have to reapply.

Another significant achievement for the institution was the reaffirmation of accreditation of UVI by the Middle States Commission on Higher Education (MSCHE) in June 2017. The Commission affirmed the Report of the Site Team that visited the University, and used that Report as the primary basis for its decision. The decision of the MSCHE is a compelling testament to the outstanding and creative work the University has been engaged in for the 10 years since the University's last accreditation visit. Throughout the Report there were statements that serve as compelling evidence of the quality of this University, and the basis of the pride that many people have about UVI.

The Report of the Site Team did not only indicate that UVI appeared to be in compliance with all of the Middle States standards, but provided an impressive and extremely positive assessment of the University since the last accreditation visit. The Report contained fourteen commendations, seven significant accomplishments or exemplary innovations, and numerous positive statements. The Report did not cite any deficiencies or provide any warnings. The commendations were in various areas and covered just about all Seven Standards. The MSCHE also recognized UVI for being a part of the first cohort of institutions nationally to participate in its Collaborative Implementation Project that will apply the Commission's new standards for all MSCHE member institutions. The Report also commended UVI's Self-Study document and highlighted that, "UVI presented an extraordinary report: "Greatness by Design" that encompassed an integration of the standards within the ethos of the institution and its environment."

Some disappointments included our inability to achieve goals associated with enrollment, retention and graduation rates. Attached in Part II of this report is a detailed analysis of each measurable objective. The enclosed Pathways to Greatness accountability matrix, found in Part II of the President's Report to the Board, itemizes each goal and measurable objective under the six key focus areas of: Academic Quality and Excellence, Student Development and Success, Community Engagement and Globalization, Organizational and Human Development, Modern and Safe University Environment and Fiscal Sustainability and Growth.

## PRESIDENT'S APPRECIATION AWARD



The University has developed a draft new strategic plan, “*Greatness Through Innovation*,” which we hope will be approved by the Board of Trustees at the October 2018 Board meeting. UVI is committed to creating and institutionalizing a “culture of innovation” and the proposed strategic plan is the first major step towards achieving this transformative goal. This strategic plan creates a new standard for how universities can integrate creativity and innovation into the fabric of their existence. If successfully implemented, the plan will propel UVI into the category of “distinctive leaders in higher education” for decades to come. Throughout the strategic plan, the goals and measurable objectives all point towards the creation of a university where its emphasis, incentives, and processes stimulate and nurture innovative ideas.

There are so many individuals to thank, but I want to recognize our Strategic Planning Taskforce (PTF) under the leadership of Co-Chairs, Sharlene Harris and Dr. Stuart Ketcham. The members of the PTF are highlighted below. I especially want to recognize our Administrative leader of this process, Ms. Sharlene Harris, Interim Vice President for Information Services and Institutional Assessment, for her innovative and creative leadership as she guided us through this strategic plan development process.

### **STRATEGIC PLANNING TASKFORCE**

Name	Constituent Representative
Dayle Barry	Staff
Tracy Bray	Staff
Raul Carrillo	Staff
Haldane Davies	Administration
Reba Dickson	Student
Sharlene Harris	Administration (Co-Chair)
Nigencia James	Student
Stuart Ketcham	Faculty (Co-Chair)
Shirley Lake-King	Administration
Jason Lewis	Faculty
Camille McKayle	Administration
Patricia Towal	Staff
Aubrey Washington	Faculty

## **PRESIDENT'S APPRECIATION AWARD**

Under the leadership of Mitchell Neaves, Vice President for Institutional Advancement, the Development Office secured \$4.9 Million in private funding from 1,700+ donors during Fiscal Year (FY) 2018. UVI donors supported a broad range of University initiatives which include: the Center for Marine and Environmental Science, the School of Nursing, Process Technology, the Math Behind the Science Program, The Reichhold Center for the Arts, the Department of Athletics, Danish Student Exchange Program, School of Education, Hospitality and Tourism Program, Emerging Caribbean Scientist Program, the Entrepreneurship Business Institute and the UVI Rise Disaster Relief Fund. In all, over twenty-seven Funds received funding from donors primarily dedicated to supporting scholarships for students. The funding secured during FY 2018 exceeds all previous Annual Fund totals on record for the University. This compelling achievement has also occurred at a time when the University and Territory are recovering from the impact of hurricanes Irma and Maria.

It is for the aforementioned reasons and others, that I present the President's Appreciation Award for this period to Mitchell Neaves and the Institutional Advancement component and to Sharlene Harris and the members of the Strategic Planning Taskforce.

**PART II:**

**PATHWAYS TO GREATNESS STRATEGIC PLAN  
CLOSE-OUT REPORT**

2012 - 2018 UVI Strategic Plan: Pathways to Greatness Accountability Matrix

Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information																									
<b><u>Academic Quality and Excellence</u></b>																															
1A	UVI faculty will increase the number of faculty publications by 10 percent	Number of faculty publications	26	72	Y	<table border="1"> <thead> <tr> <th>Academic Year</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Faculty Publications</td> <td>24</td> <td>25</td> <td>20</td> <td>72</td> </tr> <tr> <td>Faculty Presentations</td> <td>48</td> <td>50</td> <td>56</td> <td>99</td> </tr> <tr> <td>Papers Submitted</td> <td>N/A</td> <td>5</td> <td>3</td> <td>N/A</td> </tr> <tr> <td>Faculty Proposals Funded</td> <td>8</td> <td>11</td> <td>21</td> <td>19</td> </tr> </tbody> </table>	Academic Year	2013	2014	2015	2016	Faculty Publications	24	25	20	72	Faculty Presentations	48	50	56	99	Papers Submitted	N/A	5	3	N/A	Faculty Proposals Funded	8	11	21	19
	Academic Year	2013	2014	2015	2016																										
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Faculty Proposals Funded	8	11	21	19																											
UVI faculty will increase the number of presentations at national conferences by 10 percent	Number of faculty presentations	10	11	Y																											
UVI will increase the number of research applications submitted and funded by 10 percent.	Number of research application submitted and funded (research indicators)	9	21	Y																											
1B	UVI will increase by five the number of programs at the graduate and undergraduate levels.	Number of new undergraduate and graduate program	48	51 + 16 online	Y	Number of new Bachelors: Number of new Masters: Number of new PhDs: 1																									
1C	UVI will increase by 10 percent the number of students participating in community outreach activities	Measured through NSSE HIPs : Service Learning participation (percentage who responded that at least "Some" courses included a community-based project).	FR: 82% SR: 92%	NSSE 2018: FR: 63% ; SR: 74%	BASELINE DATA OR RESULT DATA INSUFFICIENT TO DETERMINE ACHIEVEMENT	NSSE 2013: FR: 72% ; SR: 82% NSSE 2015: FR: 66% ; SR: 77% NSSE 2016: FR: 61% ; SR: 70% NSSE 2018: FR: 63% ; SR: 74%																									
	UVI will increase by 5 percent the number of joint research projects by CES, Librarians and traditional research and teaching faculty				Y	<p>a. Librarians collaborated with The Caribbean Writer to digitize historical volumes of the publication, to support 30<sup>th</sup> Anniversary writing project. The collection launch with invited speakers and scholars was held during National Library Week, April 13, 2016 with attendees in five locations (STT,STX,SXM,FL,DC). Presenters included: Dr. Roberta Knowles, UVI Prof. Emerita; Prof. David Edgecombe from UVI; and Prof. Donna Weir-Soley from FIU.</p> <p>b. Librarian reported outcomes of agricultural print resources preservation project, at the US Agriculture Information (USAIN) Network conference, April 24-27, Univ. of Florida, Gainesville, FL. The joint project between UVI and University of Florida Libraries resulted in a comprehensive bibliography of 1,480 UVI agriculture and Land Grant resources now available for research through the Digital Library of the Caribbean.</p> <p>Further outcome of the project is an invitation for UVI to host the 2020 USAIN conference.</p>																									
	UVI will increase by 5 percent the number of courses taught by CES, Librarians and research faculty.				Y																										
	UVI will increase by 15 percent the number of teaching and research faculty engaged in community outreach activities	FSSE faculty responding : About how many of your undergraduate courses at this institution have included a community-based project (service-learning)?				BASELINE DATA OR RESULT DATA INSUFFICIENT TO DETERMINE ACHIEVEMENT	FSSE was administered for the first time in 2016 No base line data available: FSSE 2016: 55% LD ; 100% UD																								
1D	UVI will reduce to 60 percent the number of entering students who need to take skill courses.	Percent of new freshmen enrolled in skills classes	60%	Fall 2017: 70%	N	<p style="text-align: center;"><b>Percent Enrolled in Skills</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percent Enrolled</th> </tr> </thead> <tbody> <tr> <td>FALL 2012</td> <td>83%</td> </tr> <tr> <td>FALL 2013</td> <td>77%</td> </tr> <tr> <td>FALL 2014</td> <td>77%</td> </tr> <tr> <td>FALL 2015</td> <td>72%</td> </tr> <tr> <td>FALL 2016</td> <td>75%</td> </tr> <tr> <td>FALL 2017</td> <td>70%</td> </tr> </tbody> </table>	Year	Percent Enrolled	FALL 2012	83%	FALL 2013	77%	FALL 2014	77%	FALL 2015	72%	FALL 2016	75%	FALL 2017	70%											
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Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information																																			
						Although the 60% of new student enrolled in skills was not met, the percentage of new students enrolled in skills dropped from 83% in fall 2012 to 70% in the fall 2017																																			
	based on a 7-point scale, student evaluations of full-time faculty will average [6 on the 7-point scale] 6 for those schools and colleges presently below 6 and 6.3 for those who are presently at 6.				Y	<table border="1"> <thead> <tr> <th>Semester</th> <th>Spring 2016</th> <th>Fall 2015</th> <th>Spring 2015</th> <th>Fall 2014</th> </tr> </thead> <tbody> <tr> <td>CLASS</td> <td>6.4 /7</td> <td>6.3/7</td> <td>6.4/7</td> <td>6.2/7</td> </tr> <tr> <td>SON – STT Campus</td> <td>5.9/7</td> <td>6.0/7</td> <td>5.8/7</td> <td>6.1/7</td> </tr> <tr> <td>SON – AAS Campus</td> <td>6.0/7</td> <td>6.5/7</td> <td>6.4/7</td> <td>6.6/7</td> </tr> <tr> <td>CSM</td> <td>N/A</td> <td>5.8/7*</td> <td>6.1/7</td> <td>5.6/7</td> </tr> <tr> <td>Education</td> <td>6.4/7</td> <td>6.4/7</td> <td>6.5/7</td> <td>6.4/7</td> </tr> <tr> <td>Business</td> <td>6.4 /7</td> <td>6.1/7</td> <td>6.0/7</td> <td>N/A</td> </tr> </tbody> </table>	Semester	Spring 2016	Fall 2015	Spring 2015	Fall 2014	CLASS	6.4 /7	6.3/7	6.4/7	6.2/7	SON – STT Campus	5.9/7	6.0/7	5.8/7	6.1/7	SON – AAS Campus	6.0/7	6.5/7	6.4/7	6.6/7	CSM	N/A	5.8/7*	6.1/7	5.6/7	Education	6.4/7	6.4/7	6.5/7	6.4/7	Business	6.4 /7	6.1/7	6.0/7	N/A
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Business	6.4 /7	6.1/7	6.0/7	N/A																																					
1E	based on a 7-point scale, student evaluations of all part-time faculty will average [6 on the 7-point scale] 6 for those schools and colleges presently below 6 and 6.3 for those who are presently at 6.				Y																																				
	all full-time faculty will be engaged in course-based assessment.				Y -PARTIAL	<ul style="list-style-type: none"> <li>100% of the nursing faculty were engaged in course-based assessment. However, this goal was not accomplished until 2016.</li> <li>At the end of Spring 2018, 60% of all full-time faculty in CLASS were engaged in course-based assessment.</li> <li>100% of faculty in the SOE were engaged in course-based assessment as is required by the unit's accrediting body.</li> <li>SM: In Fall of 2015, CSM had 80% of full-time faculty engaged in course-based assessment</li> </ul>																																			
1F	UVI will increase the number of academic programs that conduct student learning outcomes assessment on an annual rotating basis from 80 percent to 100 percent.				Y partial missing SoBUS	<p><b>Develop and implement assessment plans for all colleges and schools.:</b>  <b>SOE: 100%</b>  SM: CSM has an assessment plan for program review, UVI Next  CLASS: 100% All departments in the College of Liberal Arts and Social Sciences (CLASS) have developed an assessment plan.  SON: 100% The SON revised the BSN Curriculum in 2016 and established a plan for assessment of student learning outcomes.</p> <p><b>Use the results of the assessments to improve learning and program quality:</b>  <b>SOE: 100%. This is done every semester for our accrediting body.</b>  SM: is using the results to improve learning and program quality  CLASS: Of the six departments and programs in CLASS, assessment results in two areas (Social Sciences and Music) have been used to improve learning and program quality.  The SON established a Curriculum Committee in 2015-16 which is charged with monitoring assessment and implementation of strategies to improve learning outcomes, based on the findings of the evaluation.  The Committee meetings twice per semester and at the end of the Academic Year to conduct the required exercises.  The last review was done in May 2018. At this meeting, the faculty agreed to make revisions to the BSN Program Curriculum. A proposal has been sent to the UVI Curriculum Committee for review. Program outcomes have improved. The NCLEX-RN pass rate on the first sitting improved from 25% in 2014 to 92% in 2018. This provides evidence that learning assessment and program changes have impacted positively on student outcomes.</p> <p><b>Hire and/or retain qualified faculty with experience in student learning outcomes assessment –</b>  <b>SOE: 0%. Goal not met.</b>  SM: does not have any faculty with expertise in student learning outcomes assessment.  CLASS: Over the course of the five years covered by the Strategic Plan, CLASS had four faculty with experience in student learning outcomes assessment. One faculty has since retired and one resigned. There are now two faculty with experience in student learning outcomes assessment.  The SON has been challenged with recruitment and retention of nursing faculty. Currently, eight (8) faculty members on staff and 80% of the full-time positions are filled. Of these, five (5) or 63% of the members are qualified with master's degrees Nurse Education; three (3) are doctorally prepared and one (1) member is currently completing a Ph.D.</p>																																			

Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information																
						The SON also supports faculty development initiatives related to improving teaching and learning competencies. Topics covered include course-level assessment, simulation training, item writing, and testing procedures. Several members of the faculty completed the online teaching course offered by UVI.																
1G	each school and college will have at least 25 percent of its faculty certified as "Master Teachers."				N	The SON lost several faculty members due to retirements and resignations and therefore it has not been possible to meet this goal. We are no rebuilding our team. CLASS: Only one faculty in CLASS is certified as a Master Professor. This objective has not been met. There are currently three faculty in the SOE and one in tenured. Another faculty (PE) is also tenured. SM: no master teacher																
1H	UVI will receive ACBSP accreditation for the School of Business.	Status report			Y																	
1H	UVI will receive NCATE accreditation for the School of Education.	Status report			Y																	
1H	UVI will receive ABET accreditation for the Computer Science Program.	Status report			N	College of Science and Mathematics: Computer Science Programs <ul style="list-style-type: none"> <li>ABET accepted UVI 2018 Request for Evaluation (RFE) in spring 2017 and scheduled the visit for fall 2017. After the impact of two hurricanes, it was requested that the site visit be delayed given severe damages to UVI facilities. At this current time, the CSC department decided that it is still not in a favorable position to demonstrate that essential criteria required by ABET will be met <ul style="list-style-type: none"> <li>Self-study report submitted on July 01, 2017</li> <li>December 2016 received recommendation for submission in July</li> <li>Application for accreditation: October 01, 2015</li> </ul> </li> </ul>																
1I	UVI will increase graduation rates in the teacher education program by 25 percent over current levels.				Y	Bachelor of Arts: 6-YEARS GRAD RATE FALL 2007 FT/FT/BA SEEKING: 17% (2 OUT OF 18) FALL 2012 FT/FT/BA SEEKING: 33% (4 OUT OF 12)																
1I	UVI will achieve a 100 percent pass rate for UVI students who take the PRAXIS examination.	n/a			n/a	The praxis exam is no longer required for entry or graduation																
1J	UVI will enter into an MOU with both hospitals and a reputable medical school to pursue a feasibility study of a medical school at UVI.				Y																	
1J	the collaborative will obtain funding for and implementation of the feasibility study.				Y																	
1K	UVI will increase by 10 percent the number of its courses offered online.	Number of courses offered online	74	154	Y	<table border="1"> <thead> <tr> <th></th> <th>AY 12-13</th> <th>Goal</th> <th>AY 17-18</th> </tr> </thead> <tbody> <tr> <td>Number of online Sections</td> <td>104</td> <td>114</td> <td>266</td> </tr> <tr> <td>Number of online Courses</td> <td>74</td> <td>81</td> <td>154</td> </tr> <tr> <td>UVI online courses</td> <td>n/a</td> <td>n/a</td> <td>9</td> </tr> </tbody> </table>		AY 12-13	Goal	AY 17-18	Number of online Sections	104	114	266	Number of online Courses	74	81	154	UVI online courses	n/a	n/a	9
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1K	UVI will implement three online degree programs.	Number of programs offered online	3	16	Y	Achieved – 16 implemented																
1L	UVI will increase the number of students enrolled from the mainland and other areas by 20 percent.	Number of students by states/country out of territory and international enrollment	131	157	Y	New transfers per AY 12-13: 131 13-14: 157 14-15: 143 15-16: 202 16-17: 120																
1L	UVI will increase the number of professionals enrolling in continuing education seminars, workshops etc. by 10 percent.				Y	<table border="1"> <thead> <tr> <th>Date</th> <th>Training/Program Title</th> <th>Number of Participants</th> </tr> </thead> <tbody> <tr> <td>May 16, 2017-August 16, 2018</td> <td>Certified Public Manager (CPM) Program</td> <td>42</td> </tr> <tr> <td>August 28, 2017</td> <td>Anti-Money Laundering &amp; Financial Crimes One-Day Seminar</td> <td>31</td> </tr> </tbody> </table>	Date	Training/Program Title	Number of Participants	May 16, 2017-August 16, 2018	Certified Public Manager (CPM) Program	42	August 28, 2017	Anti-Money Laundering & Financial Crimes One-Day Seminar	31							
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1M	UVI will enroll 10 students who are engaged in doctoral studies.	Student Enrollment	10	95	Y																																																																																																	
<b><i>Student Development and Success</i></b>																																																																																																						
2A	Increase number of students taking courses in entrepreneurship or participating in the competition				Y	<p>"The competition" has expanded to 4 entrepreneurial experiential learning programs.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>13D Business Launch</th> <th>Business Design Grant Program</th> <th>Product Prototype Program</th> <th>Hackathon</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>2012</td><td>8</td><td>N/A</td><td>N/A</td><td>N/A</td><td>8</td></tr> <tr><td>2013</td><td>15</td><td>N/A</td><td>N/A</td><td>N/A</td><td>15</td></tr> <tr><td>2014</td><td>20</td><td>N/A</td><td>N/A</td><td>N/A</td><td>20</td></tr> <tr><td>2015</td><td>26</td><td>4</td><td>N/A</td><td>38</td><td>68</td></tr> <tr><td>2016</td><td>20</td><td>7</td><td>2</td><td>42</td><td>71</td></tr> <tr><td>2017</td><td>12</td><td>11</td><td>N/A</td><td>21</td><td>44</td></tr> <tr><td>2018</td><td>12</td><td>14</td><td>TBD</td><td>20</td><td>46</td></tr> <tr><td><b>Total</b></td><td><b>113</b></td><td><b>36</b></td><td><b>2</b></td><td><b>121</b></td><td><b>272</b></td></tr> </tbody> </table> <p>Student Innovation and Entrepreneurship Club (UVIDEA) Launched in Fall 2014 (average 20 members every year)  Students enrolled in Entrepreneurship courses:  Fall 2014 to Fall 2018:</p> <table border="1"> <thead> <tr> <th>SMESTER</th> <th>ENT 200</th> <th>BUS 536 (SPRING COURSE)</th> <th>COM 435</th> <th>MGT 213</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>FALL 14</td><td>4</td><td>12</td><td>0</td><td>24</td><td>40</td></tr> <tr><td>FALL 15</td><td>0</td><td>0</td><td>0</td><td>12</td><td>12</td></tr> <tr><td>FALL 16</td><td>0</td><td>0</td><td>0</td><td>21</td><td>21</td></tr> <tr><td>FALL 17</td><td>13</td><td>6</td><td>0</td><td>10</td><td>29</td></tr> <tr><td>FALL 18</td><td>12</td><td>N/A</td><td>0</td><td>0</td><td>12</td></tr> <tr><td><b>Total</b></td><td><b>29</b></td><td><b>18</b></td><td><b>0</b></td><td><b>67</b></td><td><b>114</b></td></tr> </tbody> </table>	Year	13D Business Launch	Business Design Grant Program	Product Prototype Program	Hackathon	Total	2012	8	N/A	N/A	N/A	8	2013	15	N/A	N/A	N/A	15	2014	20	N/A	N/A	N/A	20	2015	26	4	N/A	38	68	2016	20	7	2	42	71	2017	12	11	N/A	21	44	2018	12	14	TBD	20	46	<b>Total</b>	<b>113</b>	<b>36</b>	<b>2</b>	<b>121</b>	<b>272</b>	SMESTER	ENT 200	BUS 536 (SPRING COURSE)	COM 435	MGT 213	Total	FALL 14	4	12	0	24	40	FALL 15	0	0	0	12	12	FALL 16	0	0	0	21	21	FALL 17	13	6	0	10	29	FALL 18	12	N/A	0	0	12	<b>Total</b>	<b>29</b>	<b>18</b>	<b>0</b>	<b>67</b>	<b>114</b>
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2A	Increase number of students engaging in study abroad, student exchanges, and internships or supervisions outside of the Virgin Islands and other globally aware activities	Number of students participating in study away programs			Y	<table border="1"> <thead> <tr> <th>Benchmark* AY 13-14</th> <th>Performance AY 17-18</th> <th>Goal*</th> </tr> </thead> <tbody> <tr> <td>34*</td> <td>67 – Goal Achieved</td> <td>38*</td> </tr> </tbody> </table> <p>AY 13-14: 34, AY 14-15: 32, AY 15-16: 44, AY 16-17: 54, AY 17-18: 67</p>	Benchmark* AY 13-14	Performance AY 17-18	Goal*	34*	67 – Goal Achieved	38*																																																																																										
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2A	Increase number of students engaging in community service projects	Measured through NSSE HIPs : Service	FR: 82% SR: 92%	NSSE 2018: FR: 63% ;	Y	NSSE 2013: FR: 72% ; SR: 82% NSSE 2015: FR: 66% ; SR: 77%																																																																																																

Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information																								
		Learning participation (percentage who responded that at least "Some" courses included a community-based project).		SR: 74%		NSSE 2016: FR: 61% ; SR: 70% NSSE 2018: FR: 63% ; SR: 74%																								
2A	Increase number of students participating in programs relating to emotional and spiritual development				Y																									
2A	Increase number of students maintaining good academic standing				Y	<div style="text-align: center;"> <h3>Good Standing</h3> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>201208</td><td>77%</td></tr> <tr><td>201308</td><td>78%</td></tr> <tr><td>201408</td><td>78%</td></tr> <tr><td>201508</td><td>80%</td></tr> <tr><td>201608</td><td>80%</td></tr> <tr><td>201708</td><td>83%</td></tr> </tbody> </table> </div>	Year	Percentage	201208	77%	201308	78%	201408	78%	201508	80%	201608	80%	201708	83%										
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2A	Increase number of students obtaining high scores on the English Proficiency Exam.				Y	<table border="1"> <thead> <tr> <th>Fall Semester</th> <th>Pass Rate</th> <th>% High Scores 10-12</th> </tr> </thead> <tbody> <tr><td>Fall 2012</td><td>75%</td><td></td></tr> <tr><td>Fall 2013</td><td>80%</td><td></td></tr> <tr><td>Fall 2014</td><td>77%</td><td></td></tr> <tr><td>Fall 2015</td><td>93%</td><td></td></tr> <tr><td>Fall 2016</td><td>70%</td><td></td></tr> <tr><td>Fall 2017</td><td>71%</td><td></td></tr> </tbody> </table>	Fall Semester	Pass Rate	% High Scores 10-12	Fall 2012	75%		Fall 2013	80%		Fall 2014	77%		Fall 2015	93%		Fall 2016	70%		Fall 2017	71%				
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2B	UVI will increase graduation rates by 15 percent above current levels (36 percent).	6-year and 8-years graduation rates Fall 2006 to fall 2011			N	<div style="text-align: center;"> <h3>6-years Graduation Rate</h3> <table border="1"> <thead> <tr> <th>Fall Cohort</th> <th>Rate</th> </tr> </thead> <tbody> <tr><td>FALL 2005 COHORT</td><td>31%</td></tr> <tr><td>FALL 2006 COHORT</td><td>32%</td></tr> <tr><td>FALL 2007 COHORT</td><td>26%</td></tr> <tr><td>FALL 2008 COHORT</td><td>26%</td></tr> <tr><td>FALL 2010 COHORT</td><td>22%</td></tr> <tr><td>FALL 2011 COHORT</td><td>24%</td></tr> </tbody> </table> </div> <table border="1"> <thead> <tr> <th>UVI Benchmark Fall 2005 Cohort</th> <th>UVI Current performance Fall 2011 Cohort</th> <th>UVI Goal</th> <th>Institutional Peers Low-high</th> <th>Aspirational Peers Low-high</th> </tr> </thead> <tbody> <tr> <td>31%</td> <td>24%</td> <td>46%</td> <td>9% - 38%</td> <td>34% - 63%</td> </tr> </tbody> </table>	Fall Cohort	Rate	FALL 2005 COHORT	31%	FALL 2006 COHORT	32%	FALL 2007 COHORT	26%	FALL 2008 COHORT	26%	FALL 2010 COHORT	22%	FALL 2011 COHORT	24%	UVI Benchmark Fall 2005 Cohort	UVI Current performance Fall 2011 Cohort	UVI Goal	Institutional Peers Low-high	Aspirational Peers Low-high	31%	24%	46%	9% - 38%	34% - 63%
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Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information																								
2B	UVI will increase retention rates (freshman to sophomore) by 15 percent above current levels (72 percent).	Retention Rate First year			N	<table border="1"> <thead> <tr> <th>FALL 2012 COHORT</th> <th>FALL 2013 COHORT</th> <th>FALL 2014 COHORT</th> <th>FALL 2015 COHORT</th> <th>FALL 2016 COHORT</th> <th>FALL 2017 COHORT</th> </tr> </thead> <tbody> <tr> <td>72%</td> <td>75%</td> <td>73%</td> <td>75%</td> <td>67%*</td> <td>68%</td> </tr> </tbody> </table>	FALL 2012 COHORT	FALL 2013 COHORT	FALL 2014 COHORT	FALL 2015 COHORT	FALL 2016 COHORT	FALL 2017 COHORT	72%	75%	73%	75%	67%*	68%												
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2C	UVI will increase by 10 percent the number of students who score above 450 on the SAT – Critical Reading	Average SAT score for new FTICs (Fall) (Critical Reading + Math + Writing)[interquartile range] +Skills Enrollment	31%	56%	Y	<table border="1"> <thead> <tr> <th>Percent of First-time Students</th> <th>Fall 2012 (benchmark)</th> <th>Fall 2017</th> <th>Fall 2018* (current performance)</th> <th>% Change 2012-2018</th> <th>Goal</th> </tr> </thead> <tbody> <tr> <td>SAT Critical Reading (above 450)</td> <td>21%</td> <td>46%</td> <td>56%</td> <td>35%</td> <td>31%</td> </tr> <tr> <td>SAT Math (above 430)</td> <td>21%</td> <td>45%</td> <td>41%</td> <td>20%</td> <td>31%</td> </tr> <tr> <td>Top ten percent of HS. graduating class</td> <td>9%</td> <td>21%</td> <td>15%</td> <td>6%</td> <td>24%</td> </tr> </tbody> </table>	Percent of First-time Students	Fall 2012 (benchmark)	Fall 2017	Fall 2018* (current performance)	% Change 2012-2018	Goal	SAT Critical Reading (above 450)	21%	46%	56%	35%	31%	SAT Math (above 430)	21%	45%	41%	20%	31%	Top ten percent of HS. graduating class	9%	21%	15%	6%	24%
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2C	UVI will increase by 15 percent the number of students who rank in the top 10 percent of their graduating class	Number and percent of student ranking top 10. Yield rate of top achieving students	24%	15%	N																									
2D	70 percent of all UVI graduates will either receive a job in their field, or pursue higher levels of education within 6 months of graduation.	Placement rate Nursing and education %student enrolled in Grad studies			Y	<p>Education: Ability of completers to be hired in education positions: 100%</p> <p>Nursing: <a href="#">Job Placement Rate</a></p> <p>2017 Graduate Cohort - 100%</p> <p>2016 Graduate Cohort - 54%</p> <p>2015 Graduate Cohort - 50%</p> <p>2014 Graduate Cohort - 10%</p>																								
2E	Increase the UVI first-year student retention rate by 2 percent annually over its fall 2011 rate of 70 percent.	First year retention rate		67%	N	<table border="1"> <thead> <tr> <th>UVI Benchmark</th> <th>Fall 2016* Cohort</th> <th>UVI Goal By Fall 2017</th> <th>Institutional Peers Low -High</th> <th>Aspirational Peers Low - High</th> </tr> </thead> <tbody> <tr> <td>72%</td> <td>67%</td> <td>82.8%</td> <td>59% - 67%</td> <td>70% - 76%</td> </tr> </tbody> </table>	UVI Benchmark	Fall 2016* Cohort	UVI Goal By Fall 2017	Institutional Peers Low -High	Aspirational Peers Low - High	72%	67%	82.8%	59% - 67%	70% - 76%														
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2E	Increase the second-year student persistence rate by 2 percent annually over its fall 2011 rate of 59 percent.	Persistence rate			N																									
2E	Increase the number of Summer Bridge completers testing out of at least one developmental course by 3 percent annually over the fall 2011 rate of 50 percent.	Title III – CSS report			Y	<table border="1"> <thead> <tr> <th>Percent Pass Rate 2012</th> <th>Percentage Pass Rate 2013</th> <th>Percentage Pass Rate 2014</th> <th>Percentage Pass Rate 2015</th> <th>Percentage Pass Rate 2016</th> <th>Percentage Pass Rate 2017</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Percent Pass Rate 2012	Percentage Pass Rate 2013	Percentage Pass Rate 2014	Percentage Pass Rate 2015	Percentage Pass Rate 2016	Percentage Pass Rate 2017																		
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Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information														
						% of students who passed out of at least one skill	98% (48 out of 49)	91% (38 out of 42)	96% (52 out of 54)	100% (78 out of 78)	97% (68 out of 70)	98% (57 out of 58)								
2E	Increase the average pass rate in MAT 023 by 3 percent per year over the Fall 2011 average pass rate of 40.4 percent.				Y on some years	Term code	% Pass													
						201108	40.61%													
						201201	44.49%													
						201208	37.83%													
						201301	45.53%													
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						201801	51.11%													
2E	Increase First Year Experience faculty curricular collaboration by 100 percent per year in the first two years over the current level of one collaborative meeting per year.				N	CLASS: A collaborative meeting for First Year Experience faculty was not held. SOE: does not have first year faculty. SON: does not have first year faculty SM: none														
2E	Increase the retention rate of students pursuing careers in the physical and natural sciences, nursing and allied health professions, mathematics, computer science, information technology and sciences and engineering by 2.5 percent annually over the current retention baseline of 75.3 percent for an overall 10 percent increase to 82.8 percent.	STEM retention rate			Y	<table border="1"> <thead> <tr> <th>UVI Benchmark</th> <th>Fall 2015 Cohort</th> <th>Fall 2016 Cohort*</th> <th>UVI Goal By Fall 2017</th> </tr> </thead> <tbody> <tr> <td>73.5%</td> <td>91% – Goal Achieved</td> <td>74%</td> <td>82.8%</td> </tr> </tbody> </table>							UVI Benchmark	Fall 2015 Cohort	Fall 2016 Cohort*	UVI Goal By Fall 2017	73.5%	91% – Goal Achieved	74%	82.8%
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73.5%	91% – Goal Achieved	74%	82.8%																	
2E	Increase the average pass rate of Nursing students by 1.125 percent annually over the current baseline of 83.5 percent for an overall 5.4 percent increase to 88 percent.		88%	92%	Y	2017 Bachelor of Science in Nursing Program =92% 2016 Bachelor of Science in Nursing Program = 50% 2015 Bachelor of Science in Nursing Program = 38% 2014 Bachelor of Science in Nursing Program = 25% 2013 Bachelor of Science in Nursing Program = 75%														
2F	UVI will develop a program that enhances the language skills of a diverse community population.				Y	Courses developed through Title III grant 2013-2014 . Certificate was approved by the CC in &Spring 2015 First cohort (20) graduated in Spring 2016-STT and STX ESL program WAS created in the SOE. Firstly, the SOE received a Title II grant. From this we were developed 6 course for Teachers of English as a Second Language. We then developed a Certificate Program TESL) which was approved by the Curriculum Committee.														

Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information
						This certificate program was offered on both campuses. Teacher tuition was paid by the Department of Education. We graduated a first cohort of 20 teachers, 9 on one campus and 11 on the other. We are currently offering courses by the semester. Additionally, in order to sell our program to USM or Anguilla Community College or other, these courses are not being developed as on line courses as well by one of our faculty member who did the on line training course.
2G	UVI will increase the number of students participating in the Student Government Association by 10 percent.	<p>Student Governance &amp; Leadership Data by Academic School Year(s)</p> <ul style="list-style-type: none"> <li>2015-2016 (one senior senator missing)</li> <li>2016-2017 (Full Board)</li> <li>2017-2018 (Full Board)</li> <li>2018 (one sophomore senator missing)</li> </ul>		<p>2015-2016 Achieved</p> <p>2016-2017 Partially Achieved</p> <p>2017-2018 Partially Achieved</p> <p>2018-2019 Pending</p>	Y	<p>Student involvement and participation in the governance of the university are provided through various avenues such as SGA and their standing committees, UVI Board of Trustees, membership on the UVI Senate etc. Throughout the indicated, there has been an increase h respect to student participation. From 2015 under SGA President Yohance Henley, there has been an increase in student involvement. He started out his term with the School Spirit initiative at the annual Paradise Jam and their participation has been fluctuating from then.</p> <p>Student Rep. to the Board of Trustee is alternated between campuses annually and Mr. Devon Williams served in 2015-2016, Amiel Browne in 2017-2018.</p> <p>In regards to SGA Standing Committees, every year the President is tasked with appointing chairpersons to all their committees. If unable to, they are to serve as the ex-officio.</p> <p>A Copy of the Student Government Association (SGA) Guide/Handbook is attached for your information.</p> <p>SGA monthly meetings with UVI President has been effective.</p>
2G	UVI will increase by 20 percent the number of students participating in other students organizations.	<p>Registered Clubs/Organizations Data by Academic School Year(s)</p> <ul style="list-style-type: none"> <li>2015-2016 (32)</li> <li>2016-2017 (37)</li> <li>2017-2018</li> <li>2018 – 2019 (app. 22)</li> </ul>		All Achieved	Y	<p>This submission is solely for registered clubs and organizations on the ST. Thomas Campus. These groups consist of honor societies, religious, academic/field related, culturally oriented, ethnic based, and other clubs/organizations. Though our office has not recorded how many students are actually in each organization, registration requires a faculty advisor and a full executive board consisting of at least 4-5 critical members. Validation on the activities and participation of students are included in monthly/quarterly reports.</p> <p>However, there was a decrease in the amount of clubs registered for the Academic year 2017 as a result of the catastrophic hurricanes in Fall 2017.</p>
2H	in-class student evaluations will demonstrate a 90% student satisfaction rate on the effective use of technology in the classroom by the instructors.	Senior exit survey			N	
2I	there will be a 20 percent increase in the number of students participating in BWC and SWP organizations.				Y	<p>The University of the Virgin Islands' Brothers with a Cause Association has grown over the years. There are now several signature events and initiatives that have been implemented. In 2017, the Call on a Brother initiative was executed. This initiative gives the UVI community an opportunity to request the support of BWC members for assistance with setting up and dismantling equipment, ushering, and cleaning up an event. In 2018, BWC conducted the 2nd annual 100 Man March. The march was a motivational and inspirational event for our men in the Virgin Islands. The 2018 theme was "Empowering Brothers: Mentally, Physically, and spiritually". After the march, a ceremony was held where speakers spoke on the empowering of males. The presenters focused on what an empowered male looked like and how each male in attendance could become empowered. BWC has partnered with the Children, Youth, and Families at Risk program to assist with afterschool tutoring from 2015 – 2017. Jog with a Brother is an initiative to encourage the physical well-being of the Brothers, as well as the UVI community. The Brothers meet once a week to jog approximately a mile and a half. Our newest initiative is Dine with a Brother, which is scheduled for November 17, 2018, and the theme for this year is "A Night of Chivalry: The Fight Against</p>

Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information
						Domestic Violence". There will be a formal dinner that will be open to select high school students and the UVI community. Prior to the dinner, the Brothers will be educated on the importance of chivalrous behavior so that they are able to model that behavior at the dinner. There will be two guest speakers, one male and one female, that will speak on what can be done to help end domestic violence and increase positive interactions between the genders. In 2015, BWC had 12 active members which increased to 17 members in 2016.
21	the overall male student population will be at 40 percent.	Enrollment by gender	40%	32%	N	
<b><i>Community Engagement and Globalization</i></b>						
3A	UVI will commence projects that focus on at least two critical community issues.				Y	<p>1. With funding from DHHS, CERC is researching the impact of the two hurricanes, Irma and Maria on the students, parents, staff and the programs of the Early Head Start, Head Start and TANF programs.</p> <p>2. With funding from the Community Foundation of the Virgin Islands, CERC is researching the impact of the two hurricanes, Irma and Maria, on children and families. 3. With funding through the VI DOH, CERC conducted the Youth Behavior Risk Survey.</p> <p>These projects entail primary collaboration with the VI Department of Human Services and the VI Department of Health. Additional MOAs are in place with areas where data is being collected i.e. the hospitals and FQHCs on St. Thomas and St. Croix.</p> <p><b>UVI Anti-Violence and Peace Initiative (AVPI)</b> : The UVI Anti-Violence and Peace Initiative (AVPI) was formed to promote peace across the Virgin Islands by supporting anti-violence organizations and programs in an effort to avoid, document, and eradicate acts of violence.</p> <ul style="list-style-type: none"> <li>▶ AVPI co-sponsored the inaugural 18-mile <i>Peace Walk</i> on March 16, 2013.</li> <li>▶ AVPI co-sponsored, along with the <i>Association of Virgin Islands' Psychologists</i>, the <i>From Hurt to Healing: A Community Approach to Treating Trauma</i> on May 16-17, 2012 on the UVI campuses on St Croix and St Thomas.</li> <li>▶ Dr. Frank Mills and Dr. Asha DeGannes made presentations about the mission and plans of AVPI to two Rotary clubs on St. Thomas: Rotary Sunrise on July 16, 2013 and Rotary St Thomas II on August 14, 2013.</li> <li>▶ President Hall, Dr. Mills, Dr. DeGannes and Mr. Curtis attended a peaceful demonstration and vigil in memory of David Payne, Jr. on August 30, 2013 at the Alexander Justice Complex.</li> <li>▶ AVPI hopes to implement the <i>Mentors in Violence Prevention (MVP)</i> program at UVI that will equip faculty, staff, and students with the skills to voluntarily assist the community in the area of violence prevention.</li> </ul>
3B	there will be in place a distinct volunteer program at UVI that is offering services to the public				Y	<p>VIUCEDD has ongoing volunteer activities available to the public at various times during the year. Members of the public can volunteer at one of our many programs or public forums. In 2015, we had approximately 14 volunteers from the Good Hope County Day school, UVI and members of the art community devote several hours across several Saturdays to paint and help develop the Autism and Developmental Disabilities Research Center (ADDRC) facilities at the St. Croix UVI-VIUCEDD location. Outreach efforts are currently underway with St. Croix Rotary clubs to solicit new volunteers to repaint and restore the facility to its pre-hurricane format.</p> <p>The VIUCEDD offers a LEND program. Leadership Education in Neurodevelopmental and related Disabilities. This is a formal mentorship program designed to raise up a new generation of interdisciplinary community leaders. It is a fully funded interdisciplinary leadership training program comprised of a 1 year distance learning curriculum where students liaise with professionals at the Westchester Institute for Human Development at the Westchester Institute for Human Development at New York Medical College and with a similar program out of The University of Vermont.</p>



Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information								
3C	VI will increase the number of students from eastern Caribbean states or nations that enroll full time at the University by 25 percent. (36 –SKB, 19 – DOM, 56 - BVI)	Out of territory enrollment	139	167	N	81 in fall 201; 97 in fall 2015; 87 in fall 2017								
3C	UVI will develop a plan to establish at least two additional collaborations and/or partnerships in areas of demand.				Y	Maritime program; online degrees (cybersecurity) that are not available at UVI; LPP as a collaborator.								
3C	UVI will establish at least two extension/satellite centers across the Caribbean for combination in-classroom and on-line delivery of its programs.		2	1	N	UVI at USM								
3D	UVI will know the level of impact that it has on the Territory and region through the results of an economic impact study.				Y	UVI economic impact study								
3E	UVI will increase the number of students, faculty, and staff participating in exchange or study abroad programs by 10 percent above current levels.	Number of student exchanges NSE, Study aboard			Y	<table border="1"> <thead> <tr> <th>Benchmark* AY 13-14</th> <th>Performance AY 17-18</th> <th>Goal*</th> <th>Peers</th> </tr> </thead> <tbody> <tr> <td>34*</td> <td>67 – Goal Achieved</td> <td>38*</td> <td>N/A</td> </tr> </tbody> </table>	Benchmark* AY 13-14	Performance AY 17-18	Goal*	Peers	34*	67 – Goal Achieved	38*	N/A
Benchmark* AY 13-14	Performance AY 17-18	Goal*	Peers											
34*	67 – Goal Achieved	38*	N/A											
3E	UVI will develop a plan to offer students opportunities for diplomatic assistantships and semesters abroad in government service.	Internship out of the territory Study aboard slide			Y	Washington Center: this program was developed and fully implemented to meet this goal Summer 2017: 8 students								
3F	UVI will increase by 10 percent the number of stories and other advertisements occurring in local and regional media outlets.				Y	<p>Media Relations - PRO distributed national stories that resulted in approximately 368 national news mentions. The graph demonstrates the numbers of news mentions generated in the United States and Internationally.</p>  <p>ty of the Virgin Islands (Global Press): 178 University of the Virgin Islands (US Press)</p>								
3F	UVI will increase by 15 percent the number of visits to the UVI website.				Y	<p><b>By 2015 increase number of visits to UVI Website by 15%</b></p> <ul style="list-style-type: none"> <li>Website Traffic – The UVI website (<a href="http://www.uvi.edu">http://www.uvi.edu</a>) received 524,255 page hits with 425,912 unique page views for the period of October 1, 2017 and Jan. 31, 2018. During this period of time, the <a href="#">registration and class schedules webpage</a> received the most traffic with 26,972 hits; the average person spent 2 minutes on the webpage viewing our registration guidelines and selecting Spring 2017 courses. For the 2017 calendar year, UVI’s website received 1,995,654 page views.</li> </ul>								
3F	increase the level of participation in UVI sponsored events and enhance the positive perception of the University.				BASELINE DATA OR RESULT DATA INSUFFICIENT TO DETERMINE ACHIEVEMENT									
3G	UVI will increase the number of persons that access the University’s automated data repository as a				Y	<ul style="list-style-type: none"> <li>UVI has increased the number of persons that can access the University’s data repository as a credible source of reference for research and other purposes through the work of</li> </ul>								

Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information
	credible source of reference for research and other purposes.					<p>the Institute for Geo-computational Analysis and Statistics (GeoCAS). The website that would allow the automated access to this data is in the development stage and will be launched in the next few months.</p> <ul style="list-style-type: none"> <li>▶ More than 100 VI professionals have received certified GIS training, 8 graduate students have completed a 4 credit GIS certified training course and 15 undergraduate students are currently taking a GIS course using the GeoCAS facilities.</li> </ul>
3H	UVI will establish a community based presidential advisory council.				Y	
3I	Establish a Center for the Nurturing and Preservation of Virgin Islands and Caribbean Culture. the Center will sponsor at least three programs a year that attract at least 50 participants				Y	<ul style="list-style-type: none"> <li>• VICCC hosts <i>VI Caribbean Culture Notes</i> Mondays and Thursdays from 1pm to 3pm EST. <a href="#">Listen live</a>. UVI CLASS Communications program institutes UVI's premiere student-operated radio station, WUVI AM1090 "The Voice of the University" streams live daily on <a href="http://www.wuvi.am">www.wuvi.am</a> --24/7!</li> <li>• CHI Project: Interactive multi-media seminars on Culture, Heritage and Identity (CHI)</li> <li>• Formal collaborative partnerships and memorandum of understanding with the National Park Service. Featured programs: Heritage Education and Arts Legacy (HEAL365); African Slave Wreck Project (ASWP) core partners Diving With A Purpose (DWP), The George Washington University (GWU)-Capitol Archaeological Institute, Smithsonian Institution's National Museum of African American History and Culture (SI- NMAAHC), Iziko Museums of South Africa (IMSA), U.S. National Park Service-Southeast Archaeological Center (NPS-SAC), U.S. National Park Service- Submerged Resources Center (NPS-SRC), South African Heritage Resources Agency (SAHRA) and honorary partners African Centre for Heritage Activities (ACHA).</li> <li>• Increasing enrollment of UVI students in Caribbean Cultural Studies (CCS) degree and certificate programs within UVI's College of Liberal Arts and Social Sciences (CLASS).</li> <li>• Organizing with University of Puerto Rico-Rio Piedras, University of the West Indies-Cave Hill Barbados and multiple host institutions in the Caribbean for the annual Islands In Between/ Easter Caribbean Cultures Conference in November.</li> <li>• Collaborating with local, regional, national and international institutions and non-governmental organizations to institute interactive programs to increase cultural sensitivities for smart growth, economic development, heritage tourism, agriculture, arts and related businesses in educational opportunities for the VI, Caribbean, American, African, EurAsian and other social perspectives. Featured programs: Maroon Sanctuary economic infusion and ecotourist commemorations with St. Croix Unified for Culture, Community, Environment and Economic Development (SUCCEED) and more.</li> <li>• Research, publication and collaboration among regional, national and global partners on linguistics, arts, scientific studies and other disciplines impacting cultures.</li> <li>• Use of 21st century technologies to encourage respect and sustainability of cultural multi-media arts and global heritage sciences and more!</li> </ul>
3I	there will be a minor in Virgin Islands and Caribbean Culture that will enroll at least 20 students.		Minor + 20 students	Minor + 8 students	Y	Minor was created but never enrolled more than 8 students at once
3J	UVI will provide evidence of at least two media mentions per academic year that highlight the expertise of faculty, staff, and students in at least three of its five colleges and schools, and UVI's Land Grant programs.				Y	<ul style="list-style-type: none"> <li>• News releases that highlight the accomplishments, initiatives and goals of the University were distributed to generate positive stories related to UVI students, faculty, staff and administration. See list of some <a href="#">news releases</a>: <ul style="list-style-type: none"> <li>○ <a href="#">UVI Welcomes New Athletic Director</a></li> <li>○ <a href="#">Reef Fest 2016 to Focus on Marine Debris Education and Prevention</a></li> <li>○ <a href="#">UVI-CES to Host World Food Day Hunger Banquet &amp; Annual Competitions</a></li> </ul> </li> <li>• News mentions – PRO generated 15 news releases and 352 local news mentions between October 1, 2016 and December 31, 2016. <b>[Strategic Plan: 3J]</b></li> <li>• UVI Website Success Stories: Highlight the University's accomplishments success <ul style="list-style-type: none"> <li>○ See list of some stories:</li> <li>○ <a href="#">UVI SON Class of 2017 Boasts 92 Percent Pass Rate for NCLEX-RN</a></li> <li>○ <a href="#">Carpe Diem: Student's Life Long Dream Granted at NASA</a></li> <li>○ <a href="#">2015 MMES Cohort Publishes Study in Major Scientific Journal</a></li> <li>○ For institutional memory, the stories are archived in the <a href="#">Featured Homepage Success Story Archive</a>.</li> </ul> </li> </ul>

Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information
						<ul style="list-style-type: none"> <li>Media Relations - PRO distributed national stories that resulted in approximately 997 national news mentions. The graph demonstrates the numbers of news mentions generated in the United States and internationally. For the month of January 2018 there were 172 news mention in the Global Press and US Press. <b>[Strategic Plan: 3J]</b></li> </ul>
<b><i>Modern and Safe University Environment</i></b>						
4A	UVI will develop a sustainability plan for its technology infrastructure to provide for 99.9 percent server and network uptime.				Y	
4A	implement the technology sustainability plan and log the required uptime of 99.9 percent on an annual basis based on 7/24/365 (or other uptime window) availability.				Y	
4A	For fall 2016 and fall 2017, provide evidence of the maintenance of the uptime standard.				Y	
4B	UVI will increase the safety of its campuses as measured by the Noel Levitz survey.	Noel Levitz survey of student satisfaction			Y	NL 2017 - 7. The campus is safe and secure for all students. Is now a strength – high importance and high satisfaction
4B	UVI will become a monitored campus at key locations.	Clery report			Y	Blue light phone + electric gates
4B	UVI will be 100 percent compliant with federal and local safety regulations.				Y	UVI up to date with current regulations
4C	UVI will receive at least 50 percent of its energy from alternative and/or renewable energy sources.	% dependency on fossil fuel			N	
4C	UVI will establish renewable energy laboratories on all three islands.				N	incomplete
4D	UVI will complete four new modern facilities across the University.	Number of modern facilities completes			Y	<ul style="list-style-type: none"> <li>➤ <b>Albert A. Sheen Campus</b> <ul style="list-style-type: none"> <li>▪ <b>EVANS CENTER FACULTY OFFICE MOVES &amp; FLIPS:</b> Eliminated double occupancy of faculty offices. Refurbished approximately twenty offices, four in the School of Business, 6 in the School of Education and 10 in the College of Liberal Arts and Social Sciences. The project also included a major office flip from a chemical storage room to a faculty office pursuant to and in exceedance of OSHA standards for transformation of space usage.</li> <li>▪ <b>ADMINISTRATIVE SUITES ESTABLISHMENT:</b> Equipped the six offices of the Administrative Suites with quality and elegant furniture. Departments established in the suites included the office and the conference museum room for the VI Caribbean Cultural Center, the professional broadcast studio of WUVI, the tranquil and rejuvenating sacred space for the Center for the Study of Spirituality and Professionalism, the Human Resources Office, the Global Institute for Leadership and Management Development and the Caribbean Exploratory Research Center.</li> <li>▪ <b>RESEARCH &amp; TECHNOLOGY PARK: INTERIOR FIT-OUT PROJECT:</b> Completed the interior build out of approximately 8,322 square feet of space located on two floors of the RTP facility in order to house the College of Science and Mathematics. The project included the construction of twelve offices, a meeting room, two video-conference rooms, a chemical storage room and four spacious state of the art science laboratories for instruction, lab prep and/or research studies.</li> </ul> </li> <li>▶ <b>St. Thomas Campus</b></li> </ul>

Goal	Measurable Objectives	Performance Indicators	UVI Goal	UVI Performance	Goal Achieved	Comments/Supporting Information																									
						<b>SOCIAL SCIENCE BUILDING:</b> A total renovation of the Social Science building on the St. Thomas campus was completed February 2014. The renovation included the infrastructure upgrade, interior and exterior repairs and refinishing, floor and ceiling treatments. The building has a number of green attributes such as LED lighting, low sheers energy efficient air conditioning units, as well as solar water heaters. The reprograming and redesign of the spaces included ADA compliant restrooms and lounge area, a conference room and thirteen offices for the Social Science faculty. New furniture was also added in the project.																									
4D	UVI will commence implementation of a sustainable facilities management and maintenance program.				Y	Solar water heater in the cafeteria – sustainable facility Redesign the seating in the cafeteria – installed store front glass to increase natural lighting (energy cost saving) Elimination f Styrofoam container Redesign the STT cafeteria to enhance student Experience and installed an energy efficient AC – doublepane windows STX received an energy grant from the department of interior to replace all AC with new energy efficient AC 9 out 11 replace so far. Include research extension center, the agricultural experiment center, the computer laboratories and the school of nursing (classroom + offices)																									
<b><i>Organizational and Human Development</i></b>																															
5A	UVI will increase the number of institutional departments and offices that conduct institutional assessment on an annual rotating basis to 100 percent.				Y	UVINext																									
5A	UVI will develop a system of benchmarks and metrics for program rationalization and assessment of academic, administrative, and support units.				Y	UVINext																									
5B	UVI will increase the retention rate of employees by 5 percent over current levels.	Persistence rates of employees . Staffing ratios. Staff diversity			Y	<table border="1"> <thead> <tr> <th></th> <th>Full-time Staff who left UVI</th> <th>Full-time Faculty who left UVI</th> <th>Staff Retention Rate % (FT)</th> <th>Faculty Retention Rate % (FT)</th> </tr> </thead> <tbody> <tr> <td>FY 2012</td> <td>20</td> <td>12</td> <td>96</td> <td>89</td> </tr> <tr> <td>FY 2013</td> <td>35</td> <td>5</td> <td>93</td> <td>96</td> </tr> <tr> <td>FY 2014</td> <td>31</td> <td>15</td> <td>94</td> <td>86</td> </tr> <tr> <td>FY 2015</td> <td>38</td> <td>12</td> <td>90</td> <td>89</td> </tr> </tbody> </table>		Full-time Staff who left UVI	Full-time Faculty who left UVI	Staff Retention Rate % (FT)	Faculty Retention Rate % (FT)	FY 2012	20	12	96	89	FY 2013	35	5	93	96	FY 2014	31	15	94	86	FY 2015	38	12	90	89
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5C	at least 5 percent (annually) of UVI employees will participate in a wellness program jointly developed by the Center for the Study of Spirituality and Professionalism (CSAP), the Wellness Center, and Bucs Gym.	Participation rate in employee wellness programs			N	Created. Reviewed by Cabinet. Being reviewed by Board committee in hopes of forwarding to the full Board for review in October.																									
5D	develop a Memorandum of Agreement with the V.I. Department of Human Services to collaborate on the development of Child Care Centers on each campus of the University.				Y	Is a project in the 2017-2022 Title III project. A director was hired. Space identified on STT but opening delayed as it was used for housing students. Space on STX had to be relocated.																									
5D	UVI will make available to its employees and students a self-sustaining childcare center that is linked to the School of Education				Y																										
5E	UVI will create a structured system for the internal promotion of staff across the University.				Y	CAP - HR																									
5E	UVI will develop a policy to guide professional development, succession planning and promotion, and human resources capacity building.				Y	CAP - HR																									
5F	Improve the link between planning, resource allocation, business operation and assessment	By Spring 2014, UVI will track all goals and objectives in the strategic plan through the use of program tracking software			Y	UVI acquired SPOL (Strategic planning online). Software was used as a pilot by IT – pilot was successful.																									

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<b><i>Fiscal Sustainability and Growth</i></b>																															
6A	UVI will authorize at least two new ventures that will increase revenues to the University by 15 percent above current levels.	Increase in the revenues			BASELINE DATA OR RESULT DATA INSUFFICIENT TO DETERMINE ACHIEVEMENT																										
6B	UVI will increase net revenues through its centers and institutes by 15 percent levels				Partial	Between 2014 and 2017 VIUCEDD increased revenue above Core grant funding by approximately \$270,000 which is a 16.5 % increase above our fiscal year core grant funds (\$1,641,000.00) for the 3 years mentioned.  In the 2 <sup>nd</sup> year of our new grant cycle, 2017-2022 VIUCEDD was able to secure \$369,581 above core grant funding thus far. This marks a 33% increase above Core grant funding (\$1,117,000.00) for the first two years of our new core grant.																									
6B	UVI CELL will increase its contact with the community by 15 percent over current numbers.				BASELINE DATA OR RESULT DATA INSUFFICIENT TO DETERMINE ACHIEVEMENT																										
6C	UVI will increase its enrollment by 3 percent annually to a total of 3000 students.	Enrollment			N	Enrollment has decreased. Hurricanes Irma and Maria increased the decline even further. Fall 2018 enrollment is 1897																									
6C	UVI will increase to 15 percent the number of students from outside of the Virgin Islands.	International and out of territory enrollment, Undergraduate enrollment by state/territory/country			N	<table border="1"> <thead> <tr> <th>Enrollment by Residency</th> <th>Fall 2012 Benchmark</th> <th>UVI Fall 2018</th> <th>UVI 2017</th> <th>Goal</th> </tr> </thead> <tbody> <tr> <td>In-territory</td> <td>2,274</td> <td>1,740</td> <td>1,924</td> <td>n/a</td> </tr> <tr> <td>Out-of-territory -US</td> <td>80</td> <td>110</td> <td>125</td> <td>n/a</td> </tr> <tr> <td>Out-of-territory - International</td> <td>101</td> <td>112</td> <td>133</td> <td>n/a</td> </tr> <tr> <td>Total Out-of-territory</td> <td>7%</td> <td>11%</td> <td>12%</td> <td>15%</td> </tr> </tbody> </table>	Enrollment by Residency	Fall 2012 Benchmark	UVI Fall 2018	UVI 2017	Goal	In-territory	2,274	1,740	1,924	n/a	Out-of-territory -US	80	110	125	n/a	Out-of-territory - International	101	112	133	n/a	Total Out-of-territory	7%	11%	12%	15%
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6D	UVI will increase revenue from transfer-in of graduates from regional educational institutions by 25 percent over current levels.	Number of transfers students enrolled			BASELINE DATA OR RESULT DATA INSUFFICIENT TO DETERMINE ACHIEVEMENT																										
6E	UVI will raise \$15 million in gifts and contributions through annual giving and the capital campaign.	Development indicators			Y	<p><b>Campaign for UVI - \$22.8M</b> <b>91% of Goal</b></p> <table border="1"> <thead> <tr> <th>Category</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Support for Student, Faculty and Excellence in Teaching</td> <td>2709229.18</td> </tr> <tr> <td>Facilities and Infrastructure</td> <td>11482136.89</td> </tr> <tr> <td>Campus Programs</td> <td>7053852.25</td> </tr> <tr> <td>UVI Rise Disaster Fund</td> <td>1333475.62</td> </tr> <tr> <td>Other</td> <td>208028.47</td> </tr> </tbody> </table>	Category	Amount	Support for Student, Faculty and Excellence in Teaching	2709229.18	Facilities and Infrastructure	11482136.89	Campus Programs	7053852.25	UVI Rise Disaster Fund	1333475.62	Other	208028.47													
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6F	UVI will increase the number and dollar value of federal grants awarded to the University by 25 percent over current levels.	Research indicators			Y	<table border="1"> <caption>Federal Grants Awarded (in millions)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Federal Direct Awards</th> <th>Federal Subcontracts</th> <th>VI Territory</th> <th>Private</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>FY 2014</td> <td>13.79</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>13.79</td> </tr> <tr> <td>FY 2015</td> <td>14.47</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>14.47</td> </tr> <tr> <td>FY 2016</td> <td>13.42</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>13.42</td> </tr> <tr> <td>FY 2017</td> <td>7.74</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>7.74</td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td></td> <td></td> <td>18.80</td> </tr> </tbody> </table>	Fiscal Year	Federal Direct Awards	Federal Subcontracts	VI Territory	Private	Total	FY 2014	13.79	0.00	0.00	0.00	13.79	FY 2015	14.47	0.00	0.00	0.00	14.47	FY 2016	13.42	0.00	0.00	0.00	13.42	FY 2017	7.74	0.00	0.00	0.00	7.74	Target					18.80
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