

# **PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES OF THE UNIVERSITY OF THE VIRGIN ISLANDS OCTOBER 1, 2010 TO JANUARY 31, 2011**

---

The President's Report for this reporting period is organized into two major sections. Part I provides highlights of new and ongoing presidential initiatives and institutional accomplishments since the last reporting period including a feature segment on a particular component. Part II highlights major accomplishments within the framework of the Seven Management Values. This framework has been adopted to enhance the University's capacity to deliver programs and services as well as address challenges and embrace opportunities. For accomplishments directly related to the four strategic focus areas of VISION 2012, the relevant focus area and/or strategic objective is noted in parentheses.

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

As always, I am honored to share with the Board of Trustees a summary of the University's activities and achievements for the reporting period. We continue to make important strides on the pathway to greatness, and I'm encouraged by the collective spirit of forward movement that is being demonstrated daily by faculty, students, staff and administrators.

### **Student and Faculty Highlights**

Students and faculty have had some notable accomplishments during the reporting period. Several are presented throughout Part II of this report. However, some will be highlighted in this section. In the area of academics, the UVI Green Ambassadors, a group of students mentored by Dr. Cynthia Gomez-Martin, a faculty in

the College of Science and Mathematics and sponsored by VI-EPSCoR made presentations at a national conference in North Carolina in November 2010, and then shared their work at the VI-EPSCoR Annual Conference on December 5, 2010 at the Marriott Frenchman's Reef Hotel where they served as keynote speakers for the pre-conference reception. All of the presentations focused on addressing environmental issues by being more responsible in the choices made and demonstrating how each person can make a difference within the sphere of her/his environment. Additionally,

the Biotechnology and Agroforestry program mentored five students conducting research projects. One student attended the Annual Biomedical Research Conference for Minority Students (ABRCMS) meeting in North Carolina and presented his summer research on sweet potato viruses in the Virgin Islands. Research being conducted on sorrel was featured in a December 9<sup>th</sup> Avis article and on Channel 8 News on December 17<sup>th</sup>.

On the athletic front, the UVI Men's Buccaneers Basketball team won the Paradise Jam game against Pontificia Universidad Católica of Puerto Rico, 70 – 54 during the Paradise Jam men's tournament in November 2010.

Faculty members continue to engage our students in the classroom, through their research and in various community service projects. I continue to be impressed with the dedication of our faculty to our academic mission.

Significant to the reaccreditation of the BSN Program, Karen Cooper, Assistant Professor in Nursing, passed the National League of Nursing (NLN) certification test as a Certified Nurse Faculty in November 2010.

Additionally, research faculty and staff from the Center for Marine and Environmental Studies made nine conference presentations and participated in the Coastweeks/International Coastal Cleanup, Sept.- Nov. 2010.

Our Community Engagement and Lifelong Learning (CELL) program was recognized by the Daily News as the “Best Education and E- commerce / PC training in the USVI.

### **Annual Giving and Capital Campaign Update**

Since the October 2010 Board meeting, there have been significant increases in the Annual Giving Fund this fiscal year, as compared to the same period last year. To date, Institutional Advancement has raised \$469, 350 compared to \$284,195 for the same period one year ago. This represents a 65% increase in funds to date, compared for the same period last fiscal year.

In addition to this significant progress toward meeting the annual fund target for this fiscal year, the University, through the efforts of the leadership and staff of the Institutional Advancement component, has made great strides in the foundational work in support of UVI's planned Capital Campaign. The University has engaged the services of a consultant and a first draft of the institution's Case Statement has been completed.

### **Facilities Projects Update**

Since the presentation of the Facilities Needs Assessment Plan to the Board of Trustees at the October 2010 Board meeting, much progress has been made with respect to the residence hall project on the St. Thomas campus, and the academic building project on the St. Croix campus. The academic building on the St. Croix

campus is presently being designed as a joint building project with the Research and Technology Park (RTPark). The Administration has received approval from the Board's Committee on Finance and Budget, the Executive Committee of the Board, and the full Board to go forward with these two critical facilities projects. Members of the Administration have been working with the University's Bond Counsel and have positioned the institution to be able to go to the bond market to secure financing needed, once the financial outlook is more favorable.

### **UVI Goes Green**

As part of the University's plan to address utility costs and reduce its carbon footprint, the institution has embarked on a UVI Goes Green Initiative to address matters of environmental sustainability and responsible use of resources. After University-wide consultation through the shared governance process, the Board of Trustees approved the UVI Environmental Sustainability Policy Statement and recognized the University's plan of action for the initiative at its special meeting in February 2011. The UVI Goes Green Initiative will be officially launched on March 13, 2011 at Afternoon on the Green.

## Highlights of Spring Semester 2011

There is much that can be reported regarding accomplishments to date for the spring 2011 semester. Specifics regarding academics, student affairs, institutional improvements, and community engagement appear in Section II of this report. Highlights of the spring 2011 semester will focus on the Male Empowerment Conference; institutionalization of the Internal Audit function, the employment of a Director of the Wellness Center and the implementation of the Center for Student Success.

### Male Empowerment Conference

A major highlight of the spring semester was the recently held Male Empowerment Conference, **MAN UP: Realize Your Potential**. Just over 2,200 students from public, private and parochial schools along with other male participants attended the conference on St. Thomas on Tuesday, February 8<sup>th</sup>, while approximately 1,100 attended on St. Croix on Thursday, February 10<sup>th</sup>. Both conferences were held on the UVI campuses. Students had the opportunity to receive inspiring messages from a self-made millionaire, Farrah Gray, and a retired NFL football player, Donovan Darius.

In addition to these two speakers who hailed from Chicago, Illinois and Jacksonville, Florida, respectively, students had the opportunity to hear from local males who have achieved success in their chosen professions. Pastor Dexter Skepple from St. Croix and R&B songwriting duo and recording artists Rock City also encouraged students through their positive messages.

The conference was co-hosted by the University of the Virgin Islands and the Virgin Islands Department of Education, and received sponsorships from the Youth Enrichment Initiative of the Virgin Islands Lottery, First Bank Virgin Islands, the Virgin

Islands Department of Human Services Division of Family Assistance, the West Indian Company Limited and the College Access Challenge Grant Program. The conference solidified the male initiative at UVI, Brothers With a Cause, and signals the institutionalization of this initiative at the University.

### **Implementation of the Center for Student Success**

As part of the University's response to improve the retention and graduation rates of students and improve the quality of education throughout the territory, a decision was made to establish the Center for Student Success (CSS) on both campuses. This CSS is a direct response to recommendations made by the Task Force on Improving Retention and Graduation Rates and the Task Force on Improving the Quality of Education.

The purpose of CSS is to provide targeted and specialized assistance to students to help them meet the standards for success (or graduation requirements) in a variety of careers. It also provides a comprehensive and coordinated approach to the delivery of programs and services that impact the student experience and aid in the development of their educational goals and plans. Some of these services, within the context of a retention management system, include adult re-entry programs, service learning, learning communities, mentorship, student success workshops, academic alert, on-line study skills assessment, advocacy, outreach, specialized tutoring, campus involvement, and other special programs and service.

The Office of the Provost is currently spearheading this initiative with the assistance of the Center for Student Success Advisory Council (CSAC) while a search continues for an Executive Director for the Center for Student Success.

### **Institutionalization of the Office of Internal Audit**

Since the October 2010 Board meeting, the University has begun the process of institutionalizing the Internal Audit function. To date, the internal auditor has made a presentation to Cabinet which focused on the types of audit and services that will be provided through the Office of Internal Audit; Risk Assessment and Internal Audit; and a review of the audit process, to include planning, fieldwork, reporting and following up. There was also a discussion on how risk factors would be used to determine, in part, how to prioritize auditable units for the initiation of an internal audit. In addition to this orienting presentation to Cabinet, steps have been taken to establish a hotline, which will be available for tips and messages to be left for the Internal Audit Office. This will be accompanied by an e-mail address which will also afford persons providing information with confidentiality and anonymity. Finally, with respect to establishing an environment where members of the University community feel comfortable sharing information with the Office of Internal Audit without fear of reprisals, there will be a suggestion box placed in a strategic location which will allow persons to place information for review and use by the Internal Auditor.

Of significant note is that based on preliminary assessments completed by the Office of Internal Audit, the first internal audit is underway. The area of focus is procurement, and more specifically, PCards. All persons at the University who have been issued a PCard and who had transactions during calendar year 2010 have been alerted of this internal audit.

### **Wellness Center Director Hired**

In highlights presented of the fall 2010 semester, the grand opening of the Wellness Center on the St. Thomas campus was noted. One of the highlights for spring semester 2011 has been the hiring of a Director for the Wellness Center. The new director, Lorenzo Donastorg, is a native of St. Thomas and comes to the position with a

Bachelor of Science degree in Exercise Science and Sport Studies from The University of Tampa, and certification from the National Association of Sports Medicine as a Personal Trainer; a Corrective Exercise Specialist, and a Performance Enhancement Specialist. He is also a life fitness certified field engineer as well as adult CPR/AED certified- first aid: responding to emergencies. Mr. Donastorg comes to UVI with work related work experience at the Jackson Complex Wellness Center and Café; the St. Thomas Swimming Association; and America's Paradise Gym.

In addition, the Wellness center has been voted as the "Best Fitness Center in the Virgin Islands," by the Daily News.

### **Featured Component: Information and Technology Services**

Information and Technology Services (ITS) is featured in this President's Report because of key accomplishments of that Component that has and will continue to have substantial impact on what we do with respect to academics as well as operations. In the area of academics, ITS, under the leadership of the Chief Information Officer (CIO), has been pivotal in the establishment of the St. John Learning Center. The Center will have three smart classrooms, with videoconferencing capabilities. These classrooms will be able to connect to videoconferencing classrooms on St. Croix and St. Thomas. This will mean that for select courses, students who reside on St. John will be able to remain on St. John and attend classes, rather than having to traverse over water and land to attend classes on the St. Thomas campus. It is also envisioned that non-traditional students will be able to take advantage of the St. John Learning Center to enrol in courses that are offered at that site, again, eliminating the need to travel from St. John to the UVI St. Thomas campus.



Additionally, under the leadership of the CIO, the library expansions on both campuses have significantly enhanced the availability of academic resources to students electronically as well as transforming the physical library spaces into enhanced learning environments. Additional computers are now available to students; the ports where students can connect their personal computers have been expanded, and the libraries now boast expandable stacks. Students and faculty can now check out e-books and check out other scholarly resources electronically.

The ITS component has also been a leader in the University in ensuring that clear goals and objectives are set each year, and that annual and semi-annual evaluations are done of all employees. Managers in this component regularly participate in the development and execution of the goals of the component.

Finally, as a result of the CIO's advocacy for Cabinet members to adopt the use of iPads, there has been a significant reduction in the printing of materials by Cabinet members and the overall efficiency of Cabinet members has increased with the continued use of the iPads.

## **PART II: MAJOR ACCOMPLISHMENTS PRESENTED WITHIN THE FRAMEWORK OF THE SEVEN MANAGEMENT VALUES**

In presenting major accomplishments for the reporting period within the framework of the Seven Management Values, a brief summary statement of the focus of each management value will be provided followed by associated accomplishments. For accomplishments that represent an achievement of one of the strategic objectives of VISION 2012, the particular strategic objective will be identified in parentheses at the end of the accomplishment statement.

### **Management Value I: High Performing Institution with a Focus on Quality**

At the core of this management value is the recognition that time and quality are our greatest assets. To that end, during the reporting period, the University sought to deliver programs and services to: reduce the turnaround time to complete normal institutional operations and requests; create systems to ensure the development of accurate, complete, and consistent documents; and, identify areas of potential or existing vulnerabilities and develop strategies to address the vulnerabilities. Selected accomplishments that demonstrate recognition of the importance of time and quality follow.

- ❖ Significant progress was made during the reporting period with respect to professional accreditation of programs in the School of Business and the School of Nursing. Specifically,
  - The Bachelor of Science in Nursing (BSN) Program is undergoing the reaffirmation process and submitted its self-study report on December 17, 2010. The re-accreditation site visit took place over the period February 22-24, 2011. Results will be shared during the next update.

- The School of Business submitted its self-study report to the Association of Collegiate Business Schools and Programs (ACBSP) for specialized accreditation. The site visit team is scheduled to visit UVI during the period March 6-9, 2011. Results will be shared during the next update.
- ❖ Faculty, both teaching and research, engaged in significant scholarly activity during the reporting period. Some of the faculty research has been accepted for publication; some were presented at national and international conferences; and some are being reviewed for possible publication. Detailed information appears below.
  - Settar, C. & T. Turner. 2010. Coral reefs and residents of the U.S. Virgin Islands: A relationship of knowledge, outdoor activities and stewardship. *Revista de Biologia Tropical*. Proceedings of the 34th Scientific Meeting of the AMLC.
  - Eakin CM, Morgan JA, Heron SF, Smith TB, Liu G, Alvarez-Filip L, Baca B, Bartels E, Bastidas C, Bouchon C, Brandt ME, et al. (in press) Caribbean Corals in Crisis: Record Thermal Stress, Bleaching, and Mortality in 2005. *PLoS ONE*.
  - Smith TB, Fong P, Kennison R, Smith J (in press) Spatial refuges and associational defenses promote harmful blooms of the alga *Caulerpa sertularioides* onto coral reefs. *Oecologia*.
  - Smith TB, Blondeau J, Nemeth RS, Pittman SJ, Calnan JM, Kadison E, Gass J (2010) Benthic structure and cryptic mortality in a Caribbean mesophotic coral reef bank system, the Hind Bank Marine Conservation District, U.S. Virgin Islands. *Coral Reefs* 29:289-308.
  - The Eastern Caribbean Center (ECC) completed and submitted the Socioeconomic Survey on Nutrition in Schools for the VI Department of Education; and released the survey on population and housing estimates of the Virgin Islands Community for 2008.
  - David Gould, Associate Professor of English, conducted research in the British Library on the medieval manuscript Cotton Nero A.x for his book *Pearl*

- of Great Price: A Literary Translation of the Middle English Pearl*, which is forthcoming from the University Press of America. The publisher is currently reviewing the sample pages, with an expected publication date of June 2011.
- Njie-Carr, V., Sharps, P., Campbell, D, Callwood, G. "Faith, Courage, and Prayer: Experiences of HIV- Positive Childbearing Women" (based on the research being undertaken by the Caribbean Exploratory Research Center on women at risk for HIV infection). [Article has been submitted for publication to the *Journal of the Association of Nurses in AIDS Care*.]
  - M. Nunez, H. Yarandi, and M. Nunez Smith (2011). Self management among patients living with diabetics in the USVI. Accepted for publication in a special Black History Month issue of the refereed journal, *The Journal of the Poor and Underserved*, and is scheduled for release February 2011.
- ❖ The Caribbean Exploratory Research Center (CERC) hosted its third annual Health Disparities Institute on St. Thomas October 21-22, 2010, which focused on the "State of Mental Health and Substance Abuse: An Issue for all Ethnic/Minority and Caribbean Populations".
- All junior level nursing students and students in the Health Disparities course were able to attend the Health Disparities Institute because of a generous donation from the Bennie and Martha Benjamin Foundation.
  - Indira Turney, a psychology student from the St. Croix campus, presented her research at the third annual Health Disparities Conference sponsored by CERC.
- ❖ Students continued to make great academic strides during the reporting period. Specifically:
- The Access and Enrollment Services area presented 58 candidates for certification for December 2010 graduation. There were 4 Master's degrees, 35 Bachelor of Science and Arts and 19 Associate of Science and Associate of Arts degrees awarded, from the School of Business, School of Education, College of Science and Mathematics and College of Liberal Arts and Social

- Sciences. This is the third year that UVI has awarded degrees at the end of the fall semester.
- Four nursing students who have been certified in human subjects' protection and the Health Insurance Portability and Accountability Act (HIPPA) have been involved with data collection associated with various research projects being undertaken by the Caribbean Exploratory Research Center.
  - Three students on the St. Croix campus were chosen to receive the prestigious award, Who's Who Among Students in American Universities and Colleges: Nicola Charles, Accounting major; Sana W. Hamed, Communications and Accounting major; and Indira Turney, Psychology major. The three students met the eligibility requirements, specifically: full-time senior; a 3.2 or higher GPA; and demonstrated active participation and/or leadership in on-campus clubs and/or organizations as well as active community involvement.
  - Eight of UVI's top students from the St. Croix campus were selected to participate in the Thurgood Marshall College Fund (TMCF) 10<sup>th</sup> Annual Leadership Institute and Career Fair. The TMCF Leadership Institute Conference was held October 29 - November 1, 2010 in New York. Five of the students were first time attendees: Nicola Charles; Daniella Henry; Bernhardt Simmonds; Indira Turney; and Miguelina Valdes. The other three students, Sherma Albert-Ferdinand, Laurie Barnwell, and Mandisa Williams were selected based on past participation in other TMCF events. Two of the three attended the HBCU Teacher Quality and Retention Program and the other attended the TMCF Summer 2010 Internship at the Department of Defense.
- ❖ There were also alumni accomplishments during the reporting period that are noteworthy. Specifically:
- Claude Douglas, a former UVI social science major and lecturer at the St. George's University and the Marrayshaw Community College, both in Grenada, has published his third book, entitled, *Win to Govern; Govern to*

- Win: Politics in Grenada.* Douglas' former Professor, Dr. Dion Phillips, wrote the book's Foreword.
- Eversley Pemberton, a psychology graduate from UVI, has achieved a PhD in clinical psychology from Palo Alto University, and is completing post doctoral work in clinical pharmacology.
  - ❖ Through the creation of the Center for Excellence in Teaching and Learning (CETL) community in the *myCampus* Portal, progress was made towards increasing the number of faculty consistently using instructional technology. All faculty will be enrolled in the CETL portal community, which contains a variety of how-to documents and tips for using Blackboard; reference resources for teaching, instructional design and other professional development strategies. Membership in this community will encourage faculty to share information on using technology and other curriculum issues. **[2.B.11]**
  - ❖ Information and Technology Services (ITS) performed a Disaster Recovery Test during the Thanksgiving break on UVI's Domain Name System (DNS) services. DNS is an internet service that translates domain names into IP addresses. UVI manages its own DNS servers, one on St. Thomas and one on St. Croix. If one DNS server doesn't know how to translate a particular domain name, it asks another one, and so on, until the correct IP address is returned. UVI has contracted with a backup DNS service, EASY DNS services, in the event UVI DNS servers fail. The test consisted of disconnecting each UVI DNS server, one at a time, and observing the results. The test proved successful after several attempts at which time additional configuration tweaking was done. **[2.B.9]**
  - ❖ Renovations in the St. Croix and St. Thomas libraries and CETL are near completion. Upon completion of the fire inspection, the St. Croix library space will

be made available for furniture and equipment. The final construction of the study rooms in the St. Thomas library will be completed over Spring break (first week of March). **[2.B.13]**.

- ❖ The opening of an academic center on St. John was a high priority during the first quarter of FY2011. The University signed a lease with The Market Place on St. John to provide 2500 square feet of center and classroom space for credit classes, Cooperative Extension Services (CES) programs, and work performed by the Small Business Development Center (SBDC). Construction was completed in the facility to provide four classroom spaces, an office and a reception area. Equipment and furniture have been ordered. Two videoconference rooms have been installed, with installation of equipment for a third expected by mid-March. The network connection to the University is expected to be complete by March 8, 2011. The cost of operating the facility will be shared by CES, SBDC and a Title III SAFRA Grant. **[2.B.13]**
- ❖ The Security Department on the St. Thomas Campus has implemented measures to improve the efficiency and professionalism of the Security Department, to include the following:
  - Effective September 2010, all shifts were realigned based on input from officers.
  - Four supervisors received recertification training on the Incident Command Module from VITEMA and other law enforcement agencies on St. Thomas.
  - During an on campus drill on the St. Croix campus, four St. Thomas Security staff participated in cross-training on Emergency Management and Response with the St. Croix Campus Security Department. **[2.A]**

- ❖ The Upward Bound Program continued to meet its goal of raising achievement levels and encouraging positive attitudes toward learning. There are 106 students enrolled in the Upward Bound 26-week program which ends in May, 2011. Fifty-two (52) students are enrolled on St. Croix, fifty-four (54) on St. Thomas. Staff within the Upward Bound program actively recruited and enrolled thirty four (34) males in the program. The program provides tutorial, counseling and instructional activities through its week-end academies. Workshops in SAT preparation and the Free Application for Federal Student Aid (FAFSA) process were held during the reporting period. **[1.D]**
- ❖ The Health Services Center on St. Thomas updated approximately 122 immunization records; and continues to provide health and wellness services to the students, campus and local community through outreach activities such as: the “Health and Wellness Screening Day” at the Sports and Fitness Center where twenty (26) faculty, and staff and twenty (20) community professionals assisted a total of 240 persons with screenings in Blood Pressure, Diabetes and Cholesterol and provided HIV testing for 138 persons. **[1.E]**
- ❖ On December 16, 2010, the residence hall facility on the St. Croix campus was renamed the **Delta M. Jackson Dorsch Complex** in honor of a famous Virgin Islander. Residential students participated by serving as tours guides for members of the family and others who attended the function. Mrs. Dorsch, a native of Frederiksted, worked for more than 30 years as a teacher and supervisor in the Virgin Islands educational system. She served as the territory’s Deputy Commissioner for Curriculum and Instruction from 1977 until 1982 and



also taught elementary education in undergraduate and graduate programs on the St. Croix campus of the University of the Virgin Islands.

- ❖ The Accounting and Purchasing Departments commenced work on the Fiscal Year 2010 A-133 Single Audit; the auditors have been provided with the requested journal entries, cash receipts and documentation for Student Financial Aid.
- ❖ Recognizing that the institution must offer competitive compensation opportunities to ensure the retention of talented and dedicated employees, a University Compensation Market Study is being undertaken to determine the level of funding that would be required to bring the University of the Virgin Islands (UVI) salaries in alignment with the market. The Human Resources Department drafted a Market Survey Process Mapping approach detailing a proposed course of action and a timeframe within which to complete the study. The plan was submitted to President David Hall for review and subsequently presented to the President's Cabinet and to the UVI Senate in January 2011. The market study report is scheduled to be presented to the Board of Trustees for approval at the June 2011 meeting. **[2.A.3]**
- ❖ Representatives from the Bennie and Martha Benjamin Foundation visited with UVI Nursing faculty to observe a public demonstration on the newly acquired birthing simulators purchased by the Foundation. Demonstrations were held on both the St. Croix and St. Thomas campuses.
- ❖ The University received significant publicity locally, regionally, and nationally through the coordination of the Public Relations Office. Publicity coordination and collaboration included:

- The scheduling of local broadcast appearances and publicity in connection with the MAN UP Male Empowerment Conference on the St. Thomas and St. Croix campuses Feb. 8 and Feb. 10, 2011.
- Publication of guest columns by Carlos Robles (Cooperative Extension Services), Gloria Callwood (Caribbean Exploratory Research Center), Nicolas Drayton (VI-EPSCoR), Caroline Polydore-Simon (Community Engagement and Lifelong Learning) and Karen Gutloff (Reichhold Center) in “*Virgin Voices*,” an online publication that covers regional education, art and culture.
- With FOX College Sports (FCS), collaborated to produce a 30-minute segment of the new FCS series, “My Campus,” during the Paradise Jam Tournament. The Public Relations Office coordinated the selection of three UVI students to work as production assistants and one as on-camera talent. The segment aired nationally on FOX College Sports in January 2011.
- ❖ On December 17, 2010, the 2011 Annual Fund campaign was launched featuring Ms. Denelle Baptiste, a 3-2 Engineering student, and a member of the Class of 2011.
- ❖ As of December 2010, the Development Office increased the size of its database by 75% by creating a new constituent group called, *special alumni*. These are individuals who attended UVI for a period of 12 months or more but did not graduate. Over 4,000 names have been integrated into Raiser’s Edge, the contact management software used by the Development Office.

## Management Value II: Service Oriented

At the core of this management value is the recognition that the University's ultimate client is the student. In addition, this service principle applies to how components, divisions and department interact with and respond to requests from each other and other stakeholders. To this end, during the reporting period, the University sought to improve the way in which programs and services were delivered by: i) developing processes, to include training, that result in the substantial reduction of customer complaints; ii) developing processes to enhance customer satisfaction with programs, services and products; and iii) developing processes that send a substantial message to customers that they are special.

- ❖ Access and Enrollment Services continued to make progress with streamlining its procedures. In support of the *UVI Goes Green* initiative, faculty and Deans have been encouraged to submit add and drop forms, as well as grade change forms, electronically, rather than continuing the traditional practice of submitting paper copies.
- ❖ Title III funded the replacement of computers for the Financial Aid offices on both campuses which has resulted in increased efficiency with respect to the processing of documents because of the increased speed of the new systems. Since February is known nationwide as Financial Aid Month, the UVI financial Aid offices have undertaken an extensive campaign geared to increasing the number of students who file early for financial aid.
- ❖ The Cooperative Extension Services' 4-H/Family and Consumer Sciences Program conducted the annual 4-H Youth Garden Kick-off Workshop on

November 23; participated in the annual 4-H Christmas Ornament Festival held at UVI Great Hall on December 12 for which a Monsanto Volunteer Development Grant in the amount of \$2,000 was received; conducted a six-week clothing construction class on St. Thomas with six clients; conducted a diabetes self-management workshop on November 22 for 22 individuals and conducted three six-week nutrition short courses at Head Start centers on St. Croix, St. Thomas and St. John to 196 clients. CES also held a Computer Training course designed to increase participants' knowledge and usage of computers from September 28-November 16. There were 47 participants.

- ❖ Staff from the UVI Center for Excellence in Developmental Disorders (VIUCEDD) provided training on St. Thomas and St. Croix during the American Federation of Teachers Mini Quest Training. The workshops included Assistive Technology in the Inclusive Classroom and Sensory Rooms Device Demonstrations for Augmentative Communication, Computer-Related Daily Living, Environmental, Hearing, Learning-Cognition, Mobility, Vehicle Modification and Vision. Assistive Technology presentations were also made in Education 308, 218/220 Practicum Seminars and the Graduate Education Instructional Technology workshop.
- ❖ CELL trained 200 students over the first quarter of FY 2011, which is about the same as for the period in FY 2010. However, the number of on-line students increased by about 50% over last year's enrollment for the same period (20 in 1<sup>st</sup> quarter FY 2010 compared with 31 first quarter FY2011). Students are enrolled in the higher cost career track courses leading to certificates versus the short courses

- ❖ ITS continued efforts to improve and add classroom technology. During the reporting period three smart classrooms (SFC 224, CA 303, & T212) were added on St. Thomas and two (EVC302, ECC308) on St. Croix. Access to smart classrooms continues to be high priority for faculty on both campuses. **[2.B.13]**
- ❖ ITS has implemented the use of an iPhone application called “BookMyne” to make the UVI libraries’ book databases available on any iPad or iPhone. Once UVI libraries are added to *BookMyne* both the St. Croix and the St. Thomas library collections can be searched. Registered UVI users can also log into the system and put books on hold, look at what books they have checked out and reserve media equipment or study rooms.
- ❖ To address compliance and safety concerns, as well as space enhancements, the Physical Plant Department on the St. Thomas campus completed several renovation and repair projects. These projects included:
  - The replacement of the structural support and floor boards on the landings, worn stair treads and VCT tiling in the Classroom Administration Building; Completion of road and driveway repairs to address pot holes, erosion and site excavation for water main repairs which included the North Dormitory Drive, Quarters B Parking Lot, Main Road CES area, and the East Hall Drive Way, and the driveway to the President’s Guest House; and,
  - Cycle maintenance/general cleaning was completed to prepare the residence halls and the dining pavilion in preparation for the spring semester.
- ❖ On October, 8 2010, the Institutional Advancement Office and President Hall hosted a Sea Side Chat for major donor prospects at the residence of Atty. Samuel and Mrs. Diana Hall.

- ❖ The Public Relations Office provided assistance to key areas as they enhanced the face of the University through the use of technology. Specifically,
  - The Public Relations Office collaborated with the Office of Information Technology Services to roll out the introduction of myCampus.net, a platform that provides UVI students, administrators and faculty with single sign-on capability utilizing a myCampus.net link from the UVI website.
  - Staff of the Public Relations Office assisted with a comprehensive revision/update to the School of Business web pages, and facilitated revision of the Honors Program web page. In addition, four “Why UVI?” commercials were added to the UVI Today photo blog, utilizing a You Tube technology link.
- ❖ To address compliance and safety concerns, as well as space enhancements, the Physical Plant Department on the St. Croix campus completed several renovation and repair projects. These projects included:
  - Emergency repairs were completed over the Holiday recess on Building B on the St. Croix Campus, based on exposed rotted wood. All wood siding on the exterior walls and the panels on interior walls were replaced and painted. New electrical conduits were also installed. The project was completed and ready for occupancy on Monday, January 10, 2011. The cost of the project was estimated at \$12,000.00.
  - The classrooms and hallway in the 300-level of the Melvin Evans Center as well as EVC207 received a paint touch-up over the semester break. In all, seven classrooms (EVC302, 302A, 303, 304, 305, 308 and 207) and the hallway were enhanced in preparation for the spring 2011 semester. Four new entrance doors on the 300-level were also replaced. In addition, three air-handler units, 3 tons each, were installed. The air conditioning units service EVC303, EVC305 and EVC501 as well as adjacent rooms and

- offices. This enhancement project was completed by January 10, 2011 for an estimated cost of \$16,230.00.
- All quarry tiles from both the Cafeteria and the serving line on St. Croix Campus were removed during the holiday recess. Porcelain tiles were installed. A mahogany slab bearing the UVI logo was installed in the cafeteria floor on January 25, 2011 by vendor, Dunigan Designs. The project is approximately 99% completed. The total cost for completion of Phase I of the Cafeteria Upgrade project was \$37,138.53.
  - ❖ In keeping with the major foci of the College Access Challenge Grant (CACG), specifically, providing information for public junior and senior high schools regarding the availability and benefits of the program, providing support programs or targeted intervention strategies that impact underrepresented students and providing information and access to post secondary institutions, the following achievements were realized during the reporting period:
    - On December 15, 2010, the College Access Challenge Grant Coordinator organized a presentation which included an overview of federal student aid and the financial aid process to the students and Parent Teacher Association members at the St. Croix Central High School. The students and their families also received information on the CACG scholarships.
    - The College Access Challenge Grant Program was a co-sponsor of the V.I. Resource Conservation and Development Council's Entrepreneurship Workshop for local junior and senior high school students. The workshop was facilitated and organized by the Amps Institute.
    - The College Access Challenge Grant (CACG) Coordinator on October 18, 2010, attended the annual Mini-Quest sponsored by the St. Croix American Federation of Teachers at the St. Croix Educational Complex. CACG program information was distributed and discussed financial aid, college admissions and other CACG program information with counselors, teachers, administrators and education staff. All public school teachers and counselors

- were required to attend. Several counselors from the private schools were in attendance as well.
- On October 23, 2010, the CACG Coordinator made a presentation to the American Counseling Association of the VI (ACA of the VI) members about the College Access Challenge Grant program updates and plans for future activities.
  - On November 15-16, 2010, in an effort to reach some of the most highly underrepresented students accessing postsecondary education in the territory, the CACG program sponsored a workshop on the NCAA Eligibility Center requirements for junior and senior high school students and their families. NCAA manuals were provided to the counselors and coaches for the four public high schools in the Territory.
- ❖ The Health Services Center (HSC) on the St. Croix campus provided assistance to 448 UVI prospective and admitted students; as well as faculty and staff. Students were seen by HSC staff for updating files and regular clinic and first aid services. Some specific services provided included:
- HSC planned, organized and carried out a Breast Cancer Awareness Program, Red Ribbon (Drug Free) Event and a free Flu/HPV Vaccine Drive: 280 Participants attended the Red Ribbon Week Events and 260 Participants attended the Breast Cancer Awareness Week events.
  - The Health Service Center collaborated with the VI Department of Health's Immunization Clinic to provide Free Flu/HPV Vaccine Drive. Approximately 30 students, faculty, and staff received services.
- ❖ The Human Resources Department continues to focus on providing continuous training on *PeopleAdmin* web-based recruitment system to improve the understanding and usage of the system. Multiple group and one-on-one training sessions were held on both St. Thomas and St. Croix campuses in November 2010. Training was administered for recent hires to include managers,



supervisors and to existing personnel desiring further understanding and end-users' proficiency. **[2.B.5]**

- ❖ The Benefits Administration Office continues to provide health and retirement updates to employees through Town Hall meetings and informational workshops held in September and October 2010. Sessions were conducted via video conference to both campuses and focused on how the Health Care Reform Act of 2010 would impact UVI's current employee insurance plans. Information about the annual health insurance premium increase as well as changes to the GERS and TIAA-CREF retirement plans were discussed. During the period November 2-5, 2010, individual retirement counseling sessions were scheduled with a TIAA-CREF representative for participants on both campuses. An informational investment workshop was held for St. Thomas participants and was facilitated by a TIAA-CREF representative. These workshops provided information to participants about investment options, timely investment strategies and retirement planning.
- ❖ The Grants and Contracts Area is working with Information Technology Services to implement time and effort certification in the BANNER system. Target date for real time set up for first quarter FY 2011 certification is February 2011.

### **Management Value III: Uncompromised Integrity**

At the core of this management value is the aspiration that our individual and collective integrity are never compromised. To that end, during the reporting period, the University sought to improve the way in which programs and services were delivered by

providing ethical training to personnel, particularly in areas where ethical dilemmas often occur and creating systems of checks and balances to allow for the detection of unethical behavior.

- ❖ As part of the annual University financial audit, the security and access to the Banner ERP system is reviewed to determine whether it is secure enough to be used as the exclusive source of information for the financial audit. During this reporting period, for the first time, ITS was notified by auditors Ernst and Young that the security and access processes currently in place at UVI meet acceptable auditing standards and, as such, the auditors will be able to conduct the current audit without the need to request additional paper documentation from UVI's Accounting Department. It is anticipated that this ability to rely on electronic records will result in the current audit being less labor intensive for the auditors as well as for UVI's accounting staff. The ITS staff and the accounting staff worked together to achieve this hallmark.
- ❖ The Office of the President sponsored a one-day workshop, Ethics and Integrity in the Workplace for Cabinet members; members of the UVI Senate; members of the Faculty Executive Council; and other middle managers. The workshop was held February 4, 2011.

#### **Management Value IV: Informed Decision Making**

At the core of this management value is the commitment that decisions are made in a thoughtful, reflective, data-informed, and transparent manner. To this end, during the reporting period, the University sought to improve the way in which programs and

services were delivered by: creating systems for including more information and feedback from key individuals in decision-making processes; creating processes for developing more comprehensive and reliable data in regards to key University operations; and developing processes or matrices for informed decision-making across the University.

- ❖ The St. Thomas CEA Component collaborated with the Controller's Office and Financial Aid Office in responding to a U.S. Department of Education audit of UVI's administration of the Title IV Federal Student Aid programs. The audit by Ernst & Young, LLP, which tested FY 2008-09 financial aid records, noted that the Bursar's Office disbursement exceeded the time limit established to disburse Title IV funds which is fourteen (14) days, for five (5) students from a sample of fifty (50) students. As a result of this finding, the University was asked to conduct a full review of student refunds issued during the period October 1, 2008 to September 30, 2009. The University's findings and strategy moving forward are noted below:
  - Finding: A total of 2,046 refunds were processed and a total of 224 were not in compliance with the fourteen day disbursement requirement.
  - Strategy moving forward: To ensure compliance with the 14 day Title IV requirement, the manual bookstore voucher process has been eliminated and has been replaced with the utilization of the BANNER/PRISM interface to expedite the processing of bookstore charges against Title IV credit balances, resulting in timelier processing of student refunds.
- ❖ The St. Croix Campus Security Blackboard Site was created in November 2010 in order to provide and obtain more feedback from security staff for increased

decision making in the unit. The blackboard site created contains the Code of Federal Regulations that impact Colleges and Universities. It contains the Campus Emergency Response Plan, Student Code of Conduct along with other University regulations on hurricane preparedness policies, sexual harassment, missing student notification requirements, and drug and alcohol policies. Links to on-line security magazines, Virgin Islands Police Department web site, Department of Justice Sexual Offender listing and the Virgin Islands Title 14 Code on Crimes are also provided. The Associate Campus Administrator for Operations provided Blackboard Training to all security officers on December 17, 2010 in order to familiarize them with this new resource and process.

- ❖ The St. Croix Campus Executive Administrator conducted a training session on shared governance with the Student Government Association Executive Board on October 1, 2010 at Hibiscus Resort as part of their annual SGA training.

### **Management Value V: Fiscal Responsibility**

At the core of this management value is the recognition that care must be taken in the management and growth of resources. To this end, during the reporting period, the University sought to improve the way in which programs and services were delivered by: identifying expenditures that could be reduced without compromising the overall quality of operations; identifying duplicative services that could be eliminated; and identifying entities or operations that have the potential for increasing profits or becoming profitable and developing strategies to achieve such profitability.

- ❖ Teaching and research faculty secured just over \$1 million in grant funds during the reporting period. The funding received reflect both single and multi-year awards. Specifically:
  - The Animal Science program received a sub award for \$34,534 on a grant in collaboration with the University of Hawaii. The grant is from the USDA-Office of Outreach and Assistance and is titled “Outreach and Assistance in Tropical Pasture and Livestock Management of Pacific islands”.
  - The Center for Marine and Environmental Studies received funding for A multi-jurisdictional plan to monitor threatened populations of *Acropora* spp. in the Florida and the US Caribbean” NOAA Protected species program (\$1,000,000 for 3 years to UVI, submitted October 2009).
  
- ❖ CELL revenues for this period were significantly higher than for the same period last fiscal year (\$93,924 first quarter FY2011 compared with \$55,724 for FY 2010.) This is a significant achievement, since during this period enrollments and revenues are traditionally very low due to the holidays.
  
- ❖ During the reporting period, the University was engaged in the process of preparing to refund the 1999 General Obligation Bonds and issue 2011 General Obligation Bonds. The University was prepared to proceed with the issuance of additional bonds for the financing of the St. Thomas Campus residence hall and the construction of an academic building (to include, teaching laboratories, conference rooms and faculty offices) on the St. Croix Campus. However, due to the volatility of the market, the decision was made to delay the issuance until the market conditions improved.
  
- ❖ On November 24, 2010 after a credit analysis presentation by President Hall, Vice President Samuel and Vice Provost Edwin, Standard and Poor’s assigned a

investment grade rating of “BBB” to the University. Standard and Poor’s views the outlook for this rating as stable.

- ❖ The Human Resources Department has partnered with Job Elephant for recruitment advertising. Job Elephant is well known for its expertise in higher education recruitment advertising and partnering with Job Elephant comes with no additional cost to the University for the services provided. UVI’s current publication rates remain the same and the University can draw on this expertise and can now coordinate the preparation and submission of vacancy notices to multiple publications or websites individually through Job Elephant.
- ❖ On January 5, 2011 President Hall announced the establishment of the 2010-2011 University Budget Committee (UBC). The UBC met several times during the reporting period to develop the University’s budget for Fiscal Year 2011-2012.
  - University budget hearings were held on January 5, and January 11, 2011 on both campuses via video conference.
  - The UBC’s Fiscal Year 2011-2012 budget recommendation was forwarded to President Hall on January 31, 2011 for his review and consideration.
  - On February 9, 2011, the UBC Co-Chairs will be conducting an open informational session with the University community to present the UBC’s Fiscal Year 2011-2012 Operating Budget.
- ❖ During the reporting period, the University received responses to one Request for Proposals (RFP):

No.	Title	Summary Description of Project
<i>RFP 2011-02</i>	<b>Capital Campaign Feasibility Study</b>	The University of the Virgin Islands – Office of Institutional Advancement issued a RFP for qualified firms/consultants to assist with the launch of a feasibility study for a possible capital campaign. Proposals were received from five firms. The evaluation committee is in the process of reviewing the proposals.

- ❖ ITS librarians identified grant initiatives and applied for funds to support the preservation of the library's general and special collections. A \$6,000 Preservation Assistance Grant for Smaller Institutions from the National Endowment for the Humanities was approved for funding. The grant will be used to hire a Lyris consultant to conduct a preservation needs assessment of its Caribbean Special Collections and to draft a long-range plan for the care of its materials on topics critical to the development of the region. Additionally, ITS received a \$10,000 grant from the Virgin Islands Humanities Council to conduct book preservation workshops. These workshops will accommodate both UVI and territorial librarians. **[2.B.13]**
- ❖ In the fall 2010, approximately 293 students on both campuses enrolled in the deferred payment plan for a total tuition budget of \$410,985. This sum was reduced by miscellaneous adjustments of approximately \$11,109. From the adjusted budget of \$399,876, approximately \$82,992 was referred to the University in delinquent accounts – 66 students.
  - To date, approximately \$51,922 of the delinquent amount has been collected leaving an outstanding balance of approximately \$31,070. Academic holds have been placed on student accounts with outstanding balances to prevent future registration or release of grades and other academic information until the outstanding debt has been liquidated. **[3.B]**
  - For spring 2011, approximately 180 students across both campuses are enrolled in the deferred tuition payment plan for an approximate budget of \$316,904. **[3.B]**
- ❖ The Physical Plant Department applied for assistance through Homeland Security/FEMA and the Public Assistance Program for damages sustained as a result of Hurricane Earl which passed through the Virgin Islands on August 29 to

August 31<sup>st</sup>. Sub Grant Application/Project Worksheets totaling \$54,038.63 have been prepared and accepted. Preliminary Damage Assistance Forms (PDAs) were submitted to FEMA for flood damages sustained from Hurricane Otto which affected the territory from October 1- 8, 2010. Project Worksheets will follow after meetings with FEMA representatives. Sub Grant Application/Project Worksheets have been prepared and submitted and are pending approval from FEMA. **[2.B]**

- ❖ During the reporting period, \$39,357.16 was raised in cash and gifts from alumni. A total of 135 gifts were received from 111 donors. The alumni giving rate is 3.6%.
- ❖ Reichhold Center secured \$159,000 in corporate donations. In this year's first phase of individual gift giving campaign, the Center has accrued \$36,000, to date.
- ❖ St. Croix Campus Bookstore was successful in obtaining a perfect inventory audit. Inventory management and store expenditures were accurately tied to vendor invoices and goods received. The physical inventory was conducted on September 28, 2010 by Ernest & Young and the additional audits of inventory management reports as well as the financial records verification were completed on November 17, 2011. An accurate inventory audit provides documentation that appropriate care in the management and growth of the resources in the bookstore are handled to ensure profitability and revenue growth.



## Management Value VI: Performance Assessment

At the core of this management value is the commitment to regularly evaluate and assess individual and unit performance based on articulated goals and objectives and that a system of rewards is established. To that end, during the reporting period, the University sought to improve the way in which programs and services were delivered by: developing comprehensive methods for evaluating personnel; conducting performance assessments of all personnel; developing processes for evaluating units and programs; identifying and implementing non-monetary reward systems; and developing processes for linking performance to the Seven Management Values and VISION 2012.

- ❖ As a means to measure the effectiveness and impact of the library renovations, ITS is tracking the number of students that utilize the libraries and learning villages. Door counters were installed in St. Thomas for the 24/7 lab, the technology lounge (south west corner) and the main entrance of the library to track the number of students utilizing each facility. The 24/7 gate counter, added on January 11, 2011, counted 477 users of the facility as of January 27<sup>th</sup>. The technology lounge area gate counter was installed on January 12, 2011 and counted 1,208 entries into the facility. The St. Thomas library entrance gate counter indicated 2,254 customers came into the library since December 2010.

### **[2.B.11]**

- ❖ The Institutional Advancement staff participated in a comprehensive Raiser's Edge training in November 2010 and a Fundraising Success Development retreat in December 2010.

- ❖ The Development Office created a prospect research function and a UVI Prospect Rating Scale to strengthen the identification, cultivation, and solicitation of prospective donors.
- ❖ During this period, the St. Croix Campus Executive Administrator meet individually with the Associate Campus Administrator for Operations and Associate Campus Administrator for Student Affairs to develop, review, and agree upon performance goals to be accomplished during the new academic year. These performance goals are based on the seven management principles.
- ❖ During this period, the Campus Executive Administrator conducted a 90-day review of the St. Croix Campus. The emphasis was to identify areas of critical need on the campus; campus climate; Orientation processes; staffing needs; and space issues. In the process, the CEA met with all front line supervisors' in operations and student affairs. The review also included a recent walk-thru of the research and extension building to identify areas which need special attention.

### **Management Value VII: Emotional and Spiritual Health**

At the core of this management value is a commitment to nurture the emotional and spiritual well-being of all UVI personnel. To that end, during the reporting period, the University sought to improve the way in which programs and services were delivered by: convening training sessions or workshops on multiple intelligences as related to critical aspects of work across the University; developing systematic processes that allow administrative personnel to be more sensitive to the emotional and spiritual needs of personnel; and articulating approaches to effectively cope with work-related stress.

- ❖ The Health Services Center on the St. Thomas campus initiated a “Free Stress Relief Hour” to UVI community in an effort to keep individuals stress free and promote wellness. **[1.F]**
- ❖ The Eastern Caribbean Center (ECC) Published the January 2011 issue of *Caribbean Perspectives* magazine on “Spirituality and Social Change”.
- ❖ On January 18, 2011 the Executive Committee of the Board of Trustees approved Revision Number 2 of the Fiscal Year 2010-2011 Operating Budget. Included in the budget revision was an increase in the University’s contribution to the health insurance plan for employees with dependent coverage. Effective February 1, 2011 the University’s contribution was increased from 44% to 60%, which increases affected employees’ net pay by approximately \$157 monthly. **[2.B]**
- ❖ The Health Service Center continues to nurture the emotional and spiritual well-being of the students, faculty, and health services staff by having open communication about problems and stress issues. These methods included:
  - Encouraging prayer and seeking spiritual religious leader advices.
  - Providing online links that foster spiritual uplifting.
  - Advised students to seek out the campus psychologist as needed.
- ❖ A new 9-week shift rotation schedule was implemented for the St. Croix Campus Security Department effective January 3, 2011. The new schedule maintains the same number of differential hour distribution, hours worked from 6:00 p.m. to 6:00 a.m., in the 9-week cycle, hence no reduction in salary savings were achieved. However, the new schedule doubles the number of 2-consecutive days off in the 9-week rotation which were previously available in only 3 weeks of

the 9-week schedule; the new schedule has 6 weeks of the cycle with 2-consecutive days off. The schedule also provides an annual view of a security officer's shift assignments, which was only available prior on a monthly basis. The new schedule is anticipated to reduce employee fatigue and improve the emotional and social well-being of the staff by providing an increased opportunity for staff to have consecutive days off, allowing enhance opportunities to engage in social activities as well as conduct personal matters both by the availability of consecutive days off and the annual view of assigned shifts.

- ❖ Holiday Galas were held at the end of 2010 to provide an opportunity for faculty and staff from both campuses to come together in a relaxed, formal setting to give thanks for the accomplishments of the past year. On St. Croix, the event was held on Saturday, December 11<sup>th</sup> at the Divi Carina Bay Resort and Casino and the Digital Band provided entertainment. On St. Thomas, the event was held on Sunday, December 19<sup>th</sup> at the Marriott's Frenchman's Reef Hotel, with entertainment by Spectrum Band.