



VISION 2012



MANY PATHS
ONE DESTINATION

University of the Virgin Islands | VISON 2012 Strategic Plan



<p>University Virgin Islands of the</p> <p>www.uvi.edu</p>	<p>VISION 2012 IN FOCUS</p>  <p>HISTORICALLY AMERICAN UNIVERSITY GAINING GLOBALLY INTERACTIVE.</p>
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VISION 2012



“ By focusing on our students, our long term stability, our community and its economic future, UVI will play an increasingly important role in the lives of all the people of the Virgin Islands.”

LaVerne E. Ragster, Ph.D.
President, University of the Virgin Islands

transforming our future





Greetings Friends,

VISION 2012 is an ambitious strategic plan for the University of the Virgin Islands (UVI) through the year 2012. The plan outlines the goals, objectives, and priorities necessary for us to grow into our role as an exceptional U.S. institution of higher education in the Caribbean. As UVI's third strategic plan, VISION 2012 focuses many bold initiatives that will improve student success, promote institutional excellence, and enhance the social and economic interests of the Territory.

VISION 2012 is, literally, about transforming our future. In Charles Garfield's book about the process of organizational transformation, *Second to None*, he states: "The process of transformation is ongoing, permeates the entire organization, and represents a sharp break with the past. This break is the major difference between transformation and simple reform. While reform is an attempt to go down the same path more efficiently, transformation involves the development or discovery of entirely new paths..."

At this moment at UVI, we are transforming—not simply reforming—this invaluable University. VISION 2012 provides the guidelines for mapping our future and for finding entirely new paths. In this publication, you will be introduced to the strategic areas of focus in the plan and how its development helped us find new ways to be inclusive, collaborative, and successful. VISION 2012 is about working together for change, and I am committed to engaging all the stakeholders of UVI to make this transformation a success.

I invite you to discover for yourself some of the exciting ways this strategic plan will help change the lives of our students, enrich the Virgin Islands, and contribute to the intellectual and professional life throughout the Caribbean.

Sincerely,

LaVerne E. Ragster, Ph.D.
President, University of the Virgin Islands

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QUICK FACTS ABOUT UVI

The University of the Virgin Islands is unique in the United States and the Caribbean.

Founded as a liberal arts college in 1962

Land Grant status awarded in 1972

University status granted in 1986

Awarded HBCU status in 1986

St. Croix Campus: Located between Frederiksted and Christiansted on 130 acres

St. Thomas Campus: Located just west of Charlotte Amalie on 388 acres overlooking Brewer's Bay

Total Enrollment: 2,392

Full-time Faculty: 104

Part-time Faculty: 55

Total Staff: 419

Degree Programs: Associate's and bachelor's degree programs in more than 20 curriculum areas

Master's degree programs in public administration, business administration, education, and mathematics for secondary teachers

Education specialist degree program in school psychology

Workforce Training &

Certification: Programs offered through Community Engagement and Lifelong Learning (CELL) Center

Student/Faculty Ratio: 13:1

Average Class Size: 13

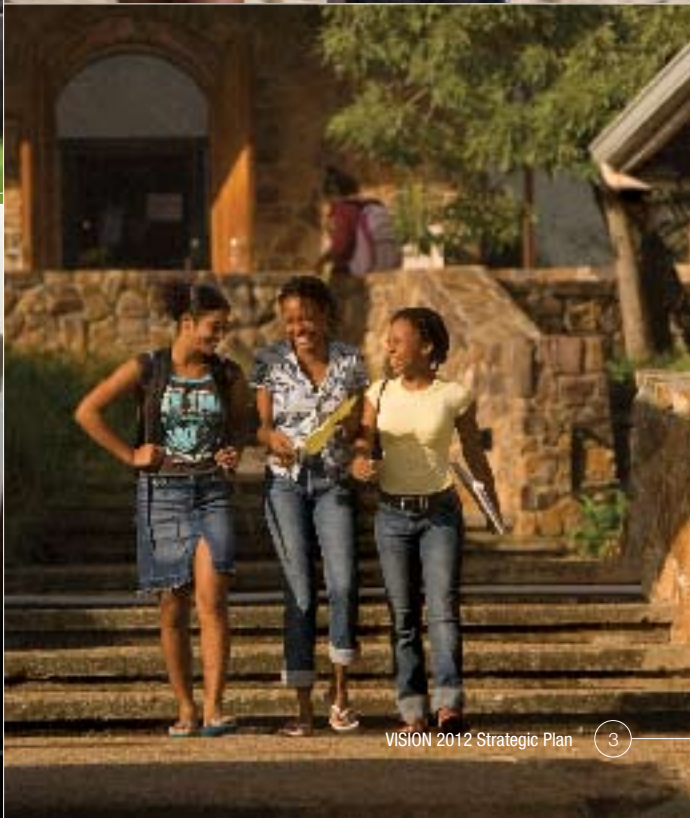
Freshman to Sophomore

Retention: 72%

Memberships: National Association of State Universities and Land Grant Colleges, Association of Caribbean Universities and Research Institutes, and Council for Advancement and Support of Education

Accreditations: Commission on Higher Education of the Middle States Association of Colleges and Schools, National League for Nursing Accrediting Commission, International Association of Continuing Education and Training

Athletic League Affiliation: Liga Atletica Interuniversitaria de Puerto Rico



VISION 2012

OUR GUIDING PRINCIPLES >>

The development of VISION 2012 began with an examination of UVI's guiding principles—our mission, vision, and core values. We designed an inclusive process with broad institutional, alumni, and community representation to help refine and retool these statements to reflect the changing world.

MISSION >>

The University of the Virgin Islands is a learner-centered institution dedicated to the success of its students and committed to enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean through excellent teaching, innovative research, and responsive community service.

VISION >>

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

Core Values

Integral to UVI's strength, our core values embody the principles, ideals, and beliefs of students, faculty, staff, administrators, and trustees. They form the foundation for all that we do.

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





How Far We've Traveled

The development of VISION 2012 has made UVI more collaborative than at any time in its history. More than 400 people—faculty, staff, students, community partners—participated in discussions leading to its completion. “We designed and implemented an inclusive, interactive strategic planning process,” says President LaVerne E. Ragster, Ph.D. “We focused on a vision of UVI whose future all stakeholders could contribute to freely.”

The Structure of VISION 2012

The Plan is built around four strategic areas of focus.

- Educational Excellence
- Institutional Improvement
- Financial Sustainability
- Community Engagement

Within each area of focus are several strategic goals. For each goal there are operational objectives and measures of accomplishment that we will use as benchmarks during the course of the Plan period. Our successes will be built upon successful completion of measurable results (see *Plan overview chart on pages 14-15*).

“During the planning process, the community affirmed our vital role in the Territory’s social and economic growth. VISION 2012 provides a framework for collaborating with community leaders to address pressing issues: academic programs for working professionals, programs that match emerging careers and access to distance learning.”

Ilene Garner

Director, Community Engagement and Lifelong Learning Center (CELL)

THE JOURNEY SO FAR:

Highlights of our achievements from 2000-2005

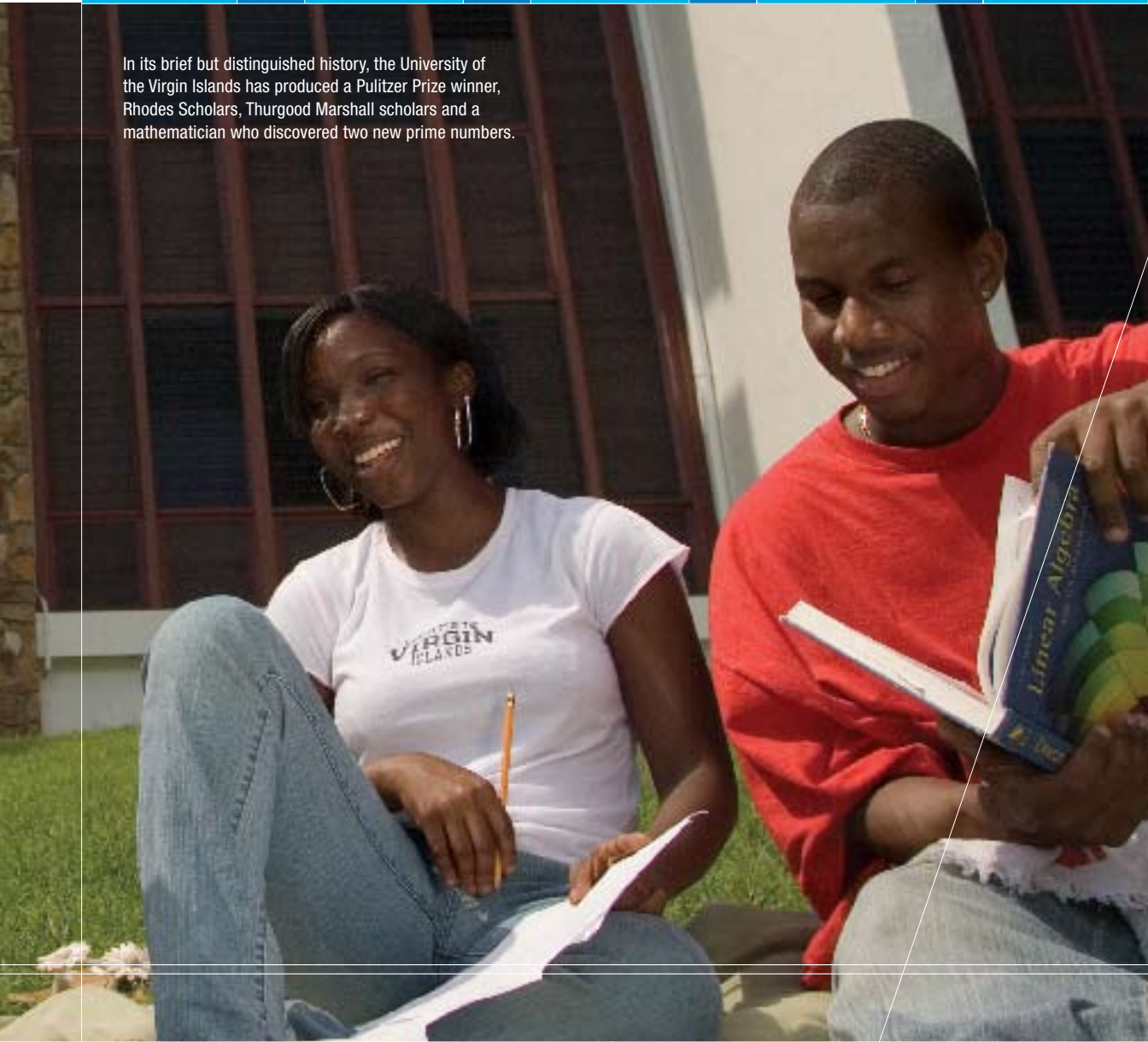
• **IN 2002 THE COMMUNITY ENGAGEMENT AND LIFELONG LEARNING CENTER (CELL) WAS ESTABLISHED TO MEET THE WORKFORCE AND PROFESSIONAL DEVELOPMENT TRAINING NEEDS CRITICAL TO THE ECONOMIC PROSPERITY OF THE VIRGIN ISLANDS AND SURROUNDING CARIBBEAN ISLANDS.**

- Trained over 1,500
- Accredited by the International Association of Continuing Education and Training (IACET)



>> STRATEGIC AREA OF FOCUS

In its brief but distinguished history, the University of the Virgin Islands has produced a Pulitzer Prize winner, Rhodes Scholars, Thurgood Marshall scholars and a mathematician who discovered two new prime numbers.



Highlights continued...

ESTABLISHED RESEARCH AND TECHNOLOGY PARK ON ST. CROIX

CAMPUS RENOVATIONS

SOLD \$22M IN BONDS FOR NEW CONSTRUCTION

- St. Thomas campus: Dormitories, dining pavilion and student activity center
- St. Croix campus: External solar lighting and information kiosk

- \$19M for new and renovated projects
- Enhancements for St. Croix and St. Thomas campuses

VISION 2012

>> educational excellence

GOALS >> Create a learner-centered experience that fosters academic excellence and student success through innovative teaching and high quality academic and student support programs.

How We'll Get There

As our first core value states—students first. That overarching commitment compels us to seek ever-higher degrees of excellence for our students. As part of VISION 2012, UVI will offer high quality outcomes-based academic programs that are flexible and responsive. Over the next several years, we also plan to accredit all of our professional programs and develop internal standards to assess the quality of programs consistent with best practices. We will increase enrollment by enhancing recruitment, registration, and enrollment related services.

Student success can only come with increased retention and graduation rates, which we will focus on during this strategic plan period. We will pursue ways of creating an engaging, student-centered environment that promotes school spirit and institutional pride. In our never-ending quest for excellence and community relevance, we will also increase scholarly, research, and outreach activities that enhance student learning, respond to community needs, and generate new knowledge that also meets peer-reviewed standards.

“VISION 2012 provides a road map for making this a truly global institution. The Virgin Islands have always been connected to the world community. Now, our students are learning how to impact that community through global leadership training.”

Dr. Solomon Kabuka

Professor, Business and

Director, Summer Institute for Future Global Leaders



MY JOURNEY, MY GOAL. AT UVI, I'M LEARNING EXACTLY WHAT I DREAM OF BECOMING —A SUCCESSFUL HOTEL OR VILLA OWNER. IT'S THAT PERSONALIZED. CLASSES KEEP GETTING MORE HANDS-ON AND, I'M MEETING NEW FRIENDS FROM ALL OVER THE WORLD. AT THE SAME TIME, MORE STUDENTS AND PROFESSORS ARE WORKING TOGETHER ONLINE... THE TECHNOLOGY IS REALLY IMPROVING. THIS IS A GREAT TIME TO BE AT UVI.

Tamica Lawrence '07, *Business and Administration Marketing major*

VISION 2012

>> STRATEGIC AREA OF FOCUS >> institution

GOALS >> Insure that the strategic goals and objectives are met by enhancing the capacity of the University to achieve results.

Paths to Enhancement and Improvement

Improving the level of excellence in education at UVI requires that we put in place new and streamlined processes for improving the institution as a whole. Over the next several years, we will reward superior performance and foster individual and group success through advancement of compensation strategies and investment in training, professional development, and cross-functional activities. To make this a more “customer-focused” institution, we will work to enhance customer service delivery and improve operational results through redesigning administrative and educational processes.

Good communication depends on good information flow, and is part of our effort to improve our institutional systems. To that end, we will be enhancing the University-wide information and data flow by upgrading internal communications infrastructure systems. Also, to optimize the successful implementation of VISION 2012, we will develop an integrated planning, assessment, and evaluation system. With improved communications systems, we will vigorously promote the image and reputation of the University. This will also provide us with new opportunities for strengthening relationships with alumni and alumni association chapters through outreach, support, and education.

“VISION 2012 sets a new standard against which all University activities will be measured. By having this standard, UVI resources can be clearly focused on our mission, vision, core values, and strategic objectives, which, by their very nature, intend to expand UVI’s role in the Caribbean.”

Wesley Joyce '01
 Manager, Infrastructure Systems,
 Information & Technology Services

Highlights continued...

ASSESSED COMMUNITY PERCEPTIONS OF UVI AND IDENTIFIED AREAS FOR IMPROVEMENT

- Promote successes more
- Improve service delivery and responsiveness

ESTABLISHED KEY PERFORMANCE INDICATORS

- Tracking data quarterly for Board of Trustees

IDENTIFIED BENCHMARK INSTITUTIONS

- Includes Savannah State, UNC-Pembroke, Guam, Hawaii at Hilo

al improvement

transforming our future



UVI has a long list of successful alumni that includes a premier, an ambassador, senators, CEOs of major enterprises, university professors, attorneys, physicians and nurses, commissioners, scientists and members of the clergy.



MY HOME. MY CULTURE. I'M A CRUCIAN, AND I COME FROM THIS COMMUNITY. UVI IS IMPORTANT TO ME BECAUSE THIS IS MY CULTURE AND MY HOME. OVER THE NEXT DECADE, THE UNIVERSITY WILL HELP THE TERRITORY GROW AS IT ADDS MORE COMMUNITY-BASED PROGRAMS THAT BRING STUDENTS TO THE COLLEGE BEFORE THEY HAVE TO MAKE THEIR FINAL DECISIONS ABOUT HIGHER EDUCATION... AND NOT JUST STUDENTS FROM THE VIRGIN ISLANDS, BUT FROM THROUGHOUT THE CARIBBEAN AND THE MAINLAND, AS WELL."

– **Tionee Veira '07**, *English major*

GOALS >> Enhance and diversify the University's financial base through the development of new revenue streams and realization of cost savings.

Stability and Strength for a New Century

For UVI to continue to develop its capacity as a leading institutional resource for the Caribbean and provide outstanding educational opportunities for the communities we serve, we will need to be a nimble and fiscally sound operation. To that end, during this strategic plan period, we will focus on several areas to assure our long-term viability.

We will assess and enter markets for UVI products and services that might have the potential to provide significant new revenue. To meet internal and external demands, institutional goals and cost reductions, we will implement improved financial management systems.

Our increased communications capacity will serve us well as we seek to increase annual giving targets and insure capital campaign objectives are appropriately linked to institutional, student, and academic needs. Finally, we will increase mission-centered grant acquisitions that support and promote research and community development.

“UVI is the only public institution of higher learning in the U.S. Virgin Islands. By serving all learners—through strengthening K-12 programs and expanding certifications, workforce training, continuing education, lifelong learning, professional development, and consulting—we play a crucial role in the individual and economic growth of the Territory.”

Dr. Mary Ann LaFleur
Director, Institutional Research & Planning



MY COMMUNITY. MY STRENGTH. I HELP THE TRACK COACH AT THE LOCAL JUNIOR HIGH, AND I VOLUNTEER WITH SEVERAL ORGANIZATIONS. UVI HAS TO BE A STRONG PARTNER WITH THE COMMUNITY TO ENCOURAGE EVERYONE TO BE PART OF THE ISLANDS' FUTURE. FOR EXAMPLE, WE WERE ONE OF THE FIRST UNIVERSITIES TO ADOPT WIND TURBINES AS A SOURCE OF RENEWABLE ENERGY. WE USE WIND ENERGY TO REDUCE OUR ENERGY COSTS AND CONSUMPTION OF LOCAL RESOURCES. THAT'S A CREATIVE WAY TO DEMONSTRATE GOOD CORPORATE CITIZENSHIP.

– **Paul Remy '09**, Computer Science major

sustainability

transforming our future



UVI offers many opportunities to conduct research at the Agriculture Experiment Station on the St. Croix campus, the Virgin Islands Environmental Research Station on St. John, and the Water Resources Research Institute and MacLean Marine Science Center on St. Thomas.

Highlights continued...

RECEIVED TRIPLE BBB INVESTMENT GRADE RATING

INCREASED PRIVATE DONATIONS

- 155% since 2001
- Raised \$1.0M for 2004 and 2005

SUMMER SCHOOL—SELF-SUPPORTING AND PROFITABLE



>> STRATEGIC AREA OF FOCUS



The University of the Virgin Islands is dedicated to the betterment of the community it serves, both regionally and globally. UVI administers community-targeted programs such as mentor programs, a small business development center, a cooperative extension service, the Center for Community Engagement and Lifelong Learning (CELL).

Highlights continued...

HISTORIC VI-EPSCoR AWARD FROM THE NATIONAL SCIENCE FOUNDATION

- Smallest jurisdiction
- Only Historically Black College and University (HBCU)

HOSTED 3,500 STUDENTS IN SUMMER PROGRAMS SINCE 2000

CREATED BRANDING THEME: SPECIALIZING IN FUTURES

GOALS >> Become a leader and partner with the community to address social, economic, environmental, political, educational and cultural issues impacting the U.S. Virgin Islands through a range of higher education initiatives.

A Valued Community Resource

UVI is committed to serving the U.S. Virgin Islands with programs and resources designed to strengthen both the University and the Territory. We will continue addressing critical issues for improving public education in the Territory through our work with the Virgin Islands Department of Education. We will also enhance the quality and relevancy of community-oriented programs through increased collaboration with education, business, health, human services, art, labor, and other community sectors.

To expand our role in the community, we will develop new and additional consulting services, directed research, and

technical support aimed at addressing issues impacting the community. To support the continued expansion of valuable workplace and personal development skills, UVI will offer more certifications, workforce training, continuing education, lifelong learning, professional development, and consulting services geared to the unique needs and opportunities represented by the people and communities of the U.S. Virgin Islands.

UVI community engagement programs forge lasting bonds between University resources and Territory needs.

- **Community Engagement and Lifelong Learning Center (CELL)** provides human resource development, consulting, and workforce and professional development training programs critical to the economic prosperity of the Virgin Islands and surrounding Caribbean islands.
- **The Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR)** promotes the development of local science and technology resources through research and helps to build partnerships between government, non-governmental organizations, and the private sector.



MY LIFE. MY CHOICE. BEING IN THE CELL PROGRAM SHOWED ME HOW TO TURN AN INTEREST IN HELPING PEOPLE INTO A CAREER. THROUGH IT, I WAS CERTIFIED AS A NURSING ASSISTANT AND HOME HEALTH AIDE IN THREE MONTHS, PLUS I GOT A CHANCE TO SEE WHAT NURSING WAS LIKE BEFORE ATTENDING NURSING SCHOOL. NOW, I PLAN TO COMPLETE MY RN IN 2010, BECAUSE I AM GOING PART-TIME. UVI IS ESPECIALLY GREAT FOR ADULT WORKING STUDENTS LIKE ME WHO NEED FLEXIBLE SCHEDULING. "

– **Emerald Finney '10**, Nursing major and certified nursing assistant/home health aide

VISION 2012

transforming our future

This chart provides an at-a-glance view of the four strategic areas of focus, operational objectives and measures of accomplishment that together comprise VISION 2012. We will travel many paths, but our destination—institutional transformation—will always be in our sights.

EDUCATIONAL EXCELLENCE

1A. Offer high quality, outcomes-based academic programs that are flexible and responsive.

1. Develop an Academic Master Plan.
2. Create a technology support system.
3. Establish a collaborative Center for Excellence in Teaching.
4. Establish professional schools for nursing, business, and education.
5. Create academic learning environments that promote student success and enhance learning outcomes.
6. Develop protocols and systems for quality assurance and student and faculty support for e-learning.
7. Establish a school/institute for Global and Graduate Education using a consortium-based model in collaboration with other institutions.

1B. Accredit all professional programs and develop internal standards to assess the quality of programs.

1. Have CELL accredited by the American Council of Education.
2. Have the undergrad business program accredited by the Association of Collegiate Business Schools and Programs.
3. Achieve reclassification from a Masters II to Masters I institution via Carnegie Classification.
4. Have the undergraduate education program accredited by the National Council for Accreditation of Teacher Education.

1C. Increase enrollment by enhancing recruitment, registration, and enrollment-related services.

1. Realign the Enrollment Management division to realize growth and process improvements.
2. Assess selected deferred payment plan options.
3. Evaluate enrollment management policies and procedures and implement recommendations.
4. Develop and implement comprehensive recruitment and marketing strategies.
5. Implement redesigned New Student Orientation program to enrich student connections to the University.
6. Explore variable pricing options to increase enrollment of high-ability students.

1D. Enhance student success while increasing retention and graduation rates.

1. Develop retention strategies for sophomores.
2. Address gender disparities.
3. Establish Center for Student Success with an array of academic, counseling, social, and career services.
4. Increase retention rate for first-time, full-time freshmen.

1E. Create an engaging, student-centered environment that promotes school spirit and institutional pride.

1. Begin operation of Wellness Center on St. Thomas.
2. Establish a University-wide Athletic Program connecting both campuses.
3. Implement a UVI BUC one-card debit system.
4. Establish a Wellness and Fitness facility and program on St. Croix.

1F. Increase scholarly, research, and outreach activities that enhance student learning, respond to community needs, and/or generate new knowledge.

1. Develop a Research and Public Service (RPS) Master Plan.
2. Continue leadership role in UCSIS.
3. Establish a teacher/scholar model that integrates teaching, scholarship, and research.
4. Establish a Center for Marine and Environmental Studies (CMES).

INSTITUTIONAL IMPROVEMENT

2A. Support superior performance and foster success through compensation strategies and investment in training, professional development, and cross-functional activities.

1. Establish compensation adjustment policy guidelines and implement adjustment plan for staff.
2. Align faculty recognition, rewards, retention, promotion, and tenure with the mission, vision, and core values.
3. Develop a comprehensive compensation plan for submission to the Board of Trustees.
4. Implement performance-based incentive program that rewards the advancement of strategic goals outlined in VISION 2012.
5. Establish a training and professional development program that bolsters excellence in cross-functional team building, collegiality, shared governance, and effective administration.
6. Establish periodic measurements of faculty and staff satisfaction.

2B. Ensure enhanced customer service delivery and improved operational results by redesigning administrative and educational processes.

1. Implement a new information-technology organizational structure and build a collaborative cross-trained staff.
2. Improve the reliability and redundancy of the University's infrastructure.



3. Implement operational process improvements in enrollment management services.
 4. Align the safety and security operation on each campus.
 5. Implement process improvements in the Human Resources Department.
 6. Implement operational and process improvements in Administration and Finance.
 7. Implement a comprehensive facilities management system.
- 2C. Facilitate University-wide information and data flow by enhancing the internal communications infrastructure.**
1. Simplify technical operation of scheduling, email, and document sharing with an enterprise-wide groupware solution.
 2. Explore use of groupware to facilitate group decision-making and group review and development of documents.
 3. Redesign the UVI website.
- 2D. Optimize the implementation of VISION 2012 through the development of an integrated planning, assessment, and evaluation system.**
- 2E. Continuously promote the image and reputation of the University by enhancing the external communications system.**
1. Achieve national recognition for at least one publicity event each year.
- 2F. Strengthen relationships with alumni and alumni association chapters through outreach, support, and education.**
1. Implement cultivation and outreach programs that strengthen relationships with alumni chapters and presidents.
 2. Increase number of alumni contributors.

FINANCIAL SUSTAINABILITY

- 3A. Assess markets for UVI products and services that might have the potential to provide significant new revenues.**
1. Update market assessments for e-learning technologies and analyze potential net profitability.
 2. Assess markets and develop appropriate strategies for intensive workshops and/or education/training experiences for non-residents, including capitalizing on the VI as a resort destination.
 3. Develop income and expense projections for CELL operations that identify the level of resource subsidy required.

- 3B. Meet internal and external demands, institutional goals, and cost reductions by improving financial management systems.**
1. Hire an Internal Auditor.
 2. Improve the development and management of financial resources at the component level by implementing a two-year budgeting process.
 3. Address internal energy demands and eventual cost savings through expansion of renewable energy programs.
 4. Reduce subsidies to identified auxiliaries from appropriation revenues.
- 3C. Increase annual giving targets and ensure that capital campaign objectives are appropriately linked to institutional, student, and academic needs.**
1. Update annually the Institutional Advancement Strategic Plan.
 2. Increase external funding.
 3. Launch private phase of UVI Capital Campaign.
 4. Increase annual gifts to the Reichhold Center.
 5. Close out the 50th Anniversary Capital Campaign.
- 3D. Increase mission-centered grant acquisitions that support and promote research and community development.**
1. Increase the number of mission-centered, sponsored-program grant acquisitions.
 2. Develop policies for the allocation of indirect costs to improve support for grant activities and incentives for grant acquisition.
 3. Acquire local matching funds for the Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR).

COMMUNITY ENGAGEMENT

- 4A. Continue addressing critical issues that will improve public education in the Territory by working with the VI Department of Education.**
- 4.B. Enhance the quality and relevancy of programs by increasing collaboration with education, business, health, human services, art, labor, and other community sectors.**
1. Develop a plan of action to strengthen K-12 science, technology, engineering, and mathematics education in the Territory by the VI-EPSCoR Governing Committee.
 2. Establish advisory councils linked to academic programs offering professional degrees.
- 4C. Address issues impacting the community by expanding consulting services, directed research, and technical support.**
1. Bring internal and external stakeholders together to facilitate community engagement through the creation of community centers on each campus.
 2. Meet demands on St. Thomas through the establishment of a formal sports tourism program.
 3. Evaluate the feasibility of building a Hotel/Conference Center.
- 4D. Support community skill development and success by expanding certifications, workforce training, continuing education, lifelong learning, professional development, and consulting services.**
1. Expand scope and capacity of CELL Workforce Training Center for Excellence subject to self-sustainability.
 2. Increase number of CELL trained students.

A detailed VISION 2012 Strategic Plan is available online at www.uvi.edu.

VISION 2012

Acknowledgments

All great journeys begin with visionary leaders and champions. The generosity and expert guidance of UVI's many friends and supporters have made VISION 2012 possible, and we thank you all for your passionate attention and yes, your vision.

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Dr. Richard Hall

Dr. Adelle C. Bell '72

Dr. Malik Sekou '89

** Cabinet members also serve on the Strategic Plan Steering Committee.*

*** Strategic Plan Steering Committee Chair*

Special Thanks

The Virgin Islands community; and University students, faculty, staff, trustees and alumni.

Elyzabeth Holford for her support and assistance with employee workshops; Patrice Johnson for guiding the branding and marketing aspects; and Ilene Garner for support with Town Hall meetings.

Dr. Deborah C. Fontaine for leading the development of VISION 2012.

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University of the Virgin Islands

www.uvi.edu

WORLDWIDE IN PERSON



HISTORICALLY AMERICAN
SECURITY AND REAR
GLOBAL IN INTERACTIVE