BOARD OF TRUSTEES MANUAL
UNIVERSITY OF THE VIRGIN ISLANDS

Historically American...Uniquely Caribbean...Globally Interactive

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This Board of Trustees Manual of the University of the Virgin Islands (UVI or the University), organized in a loose leaf format, is designed primarily to assist trustees in understanding and carrying out their responsibilities as reflected in University Bylaws or in policies, regulations, and procedures adopted by the Board. Manuals, such as this one, help governing boards function more effectively and with greater consistency based on their adopted rules and codes of behavior. This manual is first and foremost for the benefit of the members of the Board of Trustees; however, it should also prove beneficial for those inside and outside the University who interact with members of the Board of Trustees as a corporate body. It should be especially useful for both prospective and newly appointed trustees. In order to facilitate continuing orientation and development of the Board, updates to this manual will be provided periodically. In addition, updates can be found on the Trustees pages of the UVI website at:

http://www.uvi.edu/sites/uvi/Pages/Board_of_Trustees-Home.aspx?s=OS

It is the responsibility of each Trustee to add the periodically provided updates and those obtained from the website to his/her copy of the manual.
II. Profile of the University of the Virgin Islands

A. Mission Statement, Vision Statement, Core Values

UVI Mission Statement

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.

UVI Vision Statement

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.

UVI Core Values

Students First
Students are our most important stakeholders. We value student-centered learning and a campus climate that promotes school spirit. We believe putting students first bolsters enrollment and retention, and responding effectively to student needs promotes satisfaction and commitment to the University.

Learning and Scholarship.
Learning and scholarship for our students, our employees and the community. We value personal growth and seek to continuously learn as an organization while being responsive to our changing environment.

Excellence
Excellence in all we do. We are committed to upholding high academic standards and providing a nurturing and supportive educational environment. We continuously seek opportunities for improvement.
Teamwork
Teamwork and accountability are essential to achieving institutional goals and objectives. We promote the growth and development of faculty and staff through ongoing training and professional activities. We advocate high standards of performance for students, faculty and staff while creating a supportive environment that encourages individual and group success.

Collegiality and Shared Governance
We believe students, faculty and staff are partners with the administration in decision making on issues that impact the university. We believe students, faculty and staff stakeholders should be active participants in any proposed institutional change.

Inclusiveness of Ideas
We value mutual respect for everyone, expressed through fairness and equitable treatment. We embrace multiculturalism and recognize the unique contributions of all people. We value open communication and the candid exchange of thoughts and opinions.

Principled Leadership
We believe optimal results are best achieved by collaborating with employees to solve problems and reach solutions. We advocate planning and joint goal-setting to advance the mission and vision of the University.

Supporting Our Community
As members of the University, we have a shared responsibility to support our local community which is demonstrated through enthusiastic, responsible service. We value our University and encourage the active participation of everyone through cooperation and communication.

Effective Use of Technology
We view technology as a tool to enhance teaching and learning and to improve the effectiveness of our educational and administrative processes.

Equitable Reward System
We support a performance-based system that recognizes and values the contributions of all employees. We value equal opportunity and upward mobility for everyone.
B. Brief History of UVI

UVI was chartered in 1962 by the Legislature of the U.S. Virgin Islands as the College of the Virgin Islands (CVI) - a publicly funded, co-educational, liberal arts institution - by Act No. 862 of the Fourth Legislature of the U.S. Virgin Islands. The enabling legislation was the result of at least two years of preparation and planning after the need for a territorial college was surveyed and analyzed.

The first campus opened in 1963 on St. Thomas with land donated by the government. In 1964, the college opened a second campus on St. Croix. In its first four years, CVI offered associate’s degrees and, in 1967, added bachelor’s degree programs in liberal arts and education. During the next decade, the college added master’s degree programs in education, business and public administration.

The College of the Virgin Islands was awarded land grant status by the U.S. Congress in 1972, which allowed for the establishment of the Agricultural Experiment Station (AES) and the Cooperative Extension Service (CES). Since then, many other centers, programs and services have been added, including the Reichhold Center for the Arts, the Eastern Caribbean Center, the Small Business Development Center (SBDC), the William P. MacLean Marine Science Center, the Sports and Fitness Center, the Community Engagement and Lifelong Learning Center (CELL), the Virgin Islands University Center for Excellence in Developmental Disabilities (VIUCEDD) and the Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR).

The College was renamed as the University of the Virgin Islands in 1986 to reflect the growth and diversification of its academic curricula, community and regional services, and research programs. Later that year, Congress named UVI one of the United States’ Historically Black Colleges and Universities (HBCU), making it the only HBCU outside of the continental United States.

Today, UVI is a comprehensive Masters II institution offering associate’s, bachelor’s, and master’s degrees on two campuses along with an array of
sponsored and certification programs. In its relatively short history, the University has produced heads-of-state, attorneys, physicians, teachers, nurses, entrepreneurs, numerous elected officials, a Truman Scholar and two Rhodes Scholars, among others.

**Location and Campuses**

The University of the Virgin Islands is located in the Eastern Caribbean, 45 miles east of Puerto Rico. The 388-acre St. Thomas campus includes academic facilities, administrative and student service buildings, residence halls with a capacity for 290 students, the Reichhold Center for the Arts and the William P. MacLean Marine Science Center. St. Croix, the largest of the U.S. Virgin Islands, is home to a 130-acre campus which includes academic facilities, a student life complex including residence halls, the V.I. Cooperative Extension Service, and the Agricultural Experiment Station. In addition to these campuses, the University maintains the Virgin Islands Environmental Resource Station on the island of St. John.

Over the last several years, the University acquired additional acreage adjacent to the St. Thomas Campus on which the University expects to develop more facilities. By decreasing the volume of deferred maintenance at an approximate cost of 16 million since 1999, and improving the physical condition of classrooms, offices, residence halls, grounds, and information technology infrastructure, UVI has significantly improved its physical plant during the last decade.

**C. Academics**

While UVI’s initial academic programs reflected the University’s beginnings as a liberal arts-based institution, recent additions to the curriculum demonstrate the University’s commitment and evolution as an institution that understands the needs of the Virgin Islands as it continues to design programs to address those needs. Initiatives since 2000 include general education reform, collaborative programs with local, regional and national institutions, new course offerings and
degree programs in mathematics, engineering, early childhood education, criminal justice, reserve officers training corps (ROTC), process technology, psychology, and cohort-driven graduate programs in Mathematics for Secondary Teachers, Marine and Environmental Science, and Education Specialist in School Psychology. In 2010, a Master of Arts degree in psychology, with counseling, was approved by the Board of Trustees. The University has also expanded its videoconferencing technology and online capabilities to extend instruction to locations beyond the two campuses.

UVI offers 7 master’s degree programs (4 standard and 3 cohort driven), 25 bachelor’s and 11 associate’s degree programs. The University has 238 full and part-time faculty members. Of these, 110 are full time faculty members – 74 percent of whom have terminal degrees in their field. The academic departments are organized into five colleges or schools: the School of Business, School of Education, the College of Liberal Arts and Social Sciences, the School of Nursing, and the College of Science and Mathematics. The following majors/programs are offered at the graduate, bachelor’s and associate’s degree levels:

**GRADUATE**

**Master’s Degree Programs Offered on Both Campuses**
- Master of Arts in Psychology, with Counseling Concentration
- Master of Arts in Education with concentrations in Education Administration, Teaching, and Counseling and Guidance
- Master of Business Administration
- Master of Public Administration
- Master of Arts in Mathematics for Secondary Teachers (Cohort-driven)
- Master of Marine and Environmental Science (Cohort-driven)
- Education Specialist in School Psychology (Cohort-driven)

**UNDERGRADUATE**

- **Bachelor of Arts Degree**
  - Accounting (STX/STT)
  - Biology (STT)
  - Business Administration (STX/STT)
  - Chemistry (STT)
To improve retention and introduce students to first year general education courses, the UVI curriculum offers a comprehensive Freshman Year Program.
which provides academic advisement, academic support services, and remediation in English, Reading and Mathematics. The Freshman Year Program also facilitates interdisciplinary study and career planning activities.

To enhance its curricular offerings, the University has cooperative agreements with other institutions including a partnership with the Boston University School of Medicine whereby students, after meeting certain qualifications, may be provisionally accepted to the School of Medicine in their sophomore year and receives a bachelor’s degree from UVI after spending two summers and their senior year at Boston. In the field of engineering, UVI has articulation agreements with Columbia University, the University of South Carolina, and Washington University in St. Louis, which result in degrees from both UVI and the partner university. UVI also has several special articulation agreements and collaborative ventures which result in faculty and student exchanges, faculty and student research, and program development in both the Caribbean and the U.S. mainland. A member of the National Student Exchange (NSE) consortium since 1980, UVI students have the opportunity to spend a semester or year at one of the participating institutions at UVI tuition rates and students attending other member institutions may enroll at UVI opting to pay their “home” tuition & fees or UVI’s.

The academic programs at UVI are further enhanced by the research activities of the teaching and research faculty. The University receives approximately $15 million annually for sponsored research. The research units at the University include the Agricultural Experiment Station (AES), the Center for Marine and Environmental Studies (CMES), the Eastern Caribbean Center (ECC), the Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR), and the Water Resources Institute (WRI). These initiatives help to attract faculty, provide valuable research opportunities for students, and serve the community by studying issues with Virgin Islands, wider Caribbean, national and even global relevance.
Accreditation

Since 1971, the University has been accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104, (212)662-5606. The bachelor’s and associate’s degree programs in Nursing are accredited by the National League for Nursing, Accrediting Commission, 61 Broadway, 33rd floor, New York, NY, 10006, (800-669-1656, ext.153. The University’s decennial review by the Middle States Association occurred in 2007, resulting in a full accreditation with a Periodic Review Report due in 2012.

Student Demographics

UVI’s students are the pride of the institution. The University enrolls approximately 2600 students (Spring 2010); 60 percent on the St. Thomas campus and 40 percent on St. Croix. Overall, undergraduate full-time students outnumber part-time students on both campuses. The total enrollment of 2600 includes 172 students registered in graduate programs. Students’ average age is 25 years and many work full time while attending UVI. Most students are from the Virgin Islands (92%) with the origins of remaining students evenly split between the U.S. mainland and other Caribbean islands. Women constitute seventy-three percent (73%) of the student population, which is reflective of the high school graduation statistics in the U.S. Virgin Islands where male students have a much higher drop-out rate than females. In Fall 2009, a new initiative was launched to recruit and retain more male students as a means to address this community concern. Seventy-five percent (75%) of the students are black, seven percent are Hispanic, four percent are white and the remaining students are other ethnicities.
D. Other Programs & Services

Community Engagement and Economic Development

In addition to the academic research which directly impacts the territory, the University offers programs and instruction to address the needs of the community.

Community Engagement and Lifelong Learning Center (CELL)

The University meets the needs of non-degree seeking students in the territory through the Community Engagement and Lifelong Learning Center (CELL) established in 2002. The Center has made significant progress towards the realization of a professional consulting arm designed to meet current and emerging needs for professional and workforce development, corporate training, consulting and professional services, and personal enrichment. The programs utilize the University’s faculty, staff, students, alumni and affiliates to provide a pool of expertise that is responsive to clients’ needs. Programs are offered through a range of teaching modalities that include face-to-face instruction, self-paced study and online instruction. Confidence in the CELL product has led to increased demand. CELL is an authorized provider of the International Association for Continuing Education and Training (IACET). As an authorized provider, CELL grants IACET accredited Continuing Education Units (CEU's). The IACET CEU is internationally recognized as a measure of quality in continuing education and training.

Research and Public Service

The University of the Virgin Islands addresses two of the major elements of its Mission, research and public service, through the strategic efforts of the units in the Research and Public Service Component. Collectively, the Agricultural Experiment Station (AES), the Center for Marine and Environmental Studies (CMES), the Cooperative Extension Service (CES), the Eastern Caribbean Center (ECC), the Research Publications Unit (The Caribbean Writer), the Small Business
Development Center (SBDC), and the Water Resources Research Institute (WRRI) are principally responsible for defining and solving problems through research and providing quality services that address needs identified by the community.

**University of the Virgin Islands Research and Technology Park**

In 2002, legislation was enacted which enabled the establishment of a Research and Technology Park with the initial thrust of development to be on St. Croix. The Virgin Islands Government awarded UVI $2.5 million to support start-up operations and granted the park $7 million for expansion and development. In the coming years, the park has the potential to diversify the University’s revenue sources and to develop a technology sector that will diversify the territory’s economy, creating new employment opportunities in the Virgin Islands. The President of UVI sits on the Board of the Research and Technology Park.

**Reichhold Center for the Arts (RCA)**

RCA is on the St. Thomas campus and has an annual season which showcases international acts, nurtures and spotlights local Caribbean culture and talent, and hosts regional exhibitions. It includes a Digital Media Institute to provide instruction in the use of digital media to both youth and adults. The Center has its own foundation with an endowment of over $9.3 million.

**Virgin Islands University Center for Excellence in Developmental Disabilities (VIUCEDD)**

The VIUCEDD, a community outreach program which is primarily federally funded, was established to enhance the quality of life of the developmentally disabled and their families and to provide them with the tools necessary for independence, productivity and full inclusion into community life. The center educates child care providers and educators who work with children of differing abilities and also connects disabled people and their families with a wide variety of services.
**Finances**

UVI has been financially stable with a balanced budget for many years. For Fiscal Year 2009-2010, the University is slated to receive 62 percent of its general operating revenues of $49 million from the Virgin Islands Government. There is an effort under way to diversify the University’s funding. Underutilized UVI resources have been turned into revenue generating assets and several capital improvement projects have been funded through federal grants, bonds and special appropriations; however, further diversification and more aggressive fundraising is needed in order to reduce the impact of decreases in government funding.

In 2008-2009, the UVI annual fund raised almost $1.3 million dollars. The University has 7000 alumni, many of whom participate in 12 alumni chapters on the U.S. mainland and the Eastern Caribbean:

- Anguilla
- Antigua
- Dominica
- Florida
- Nevis
- St. Croix
- St. Kitts
- St. Maarten
- St. Thomas/St. John
- Tortola
- Washington D.C. Metro Area
- South Atlantic.

The Foundation of the University of the Virgin Islands (FUVI) has a 15-member board which oversees the investment of the University’s endowment. The market value of the endowment was $18.5 million as of March 2010.
III. Organizational Chart

The following organizational chart is intended to describe the line and staff relationships between and among staff and other constituent groups of the University. While members of the Board will have their primary interaction with the Board Chair, the President of the University, or the Chair of a particular committee of the Board, Trustees need to understand these organizational protocols.
IV. Overview of Trustee Role and Responsibilities at UVI

- It is generally understood that the Board of Trustees, which is the legally chartered governing body of the University of the Virgin Islands, is the policy making body with oversight and fiduciary responsibilities as outlined in the “Bylaws of the Board of Trustees of the University of the Virgin Islands.” Like other governing boards of accredited institutions of higher education in the United States, trusteeship for UVI – as summarized in the Association of Governing Boards (AGB) publication Effective Trusteeship (Ingram, 1995)—involves a constant balancing act between exercising authority and exercising restraint;
- Making unilateral decisions in the boardroom and requiring or expecting consultation with appropriate constituents;
- Advocating institutional needs and interests and interpreting what best serves the larger public good;
- Accepting legitimate accountability to elected political leaders and guarding against inappropriate intrusion;
- Being adamant about one’s principles and point of view and helping to build consensus with other trustees on complex issues; and
- Knowing when to lead and when to follow.

As stated in “Characteristics of Excellence in Higher Education” of the Middle States Commission on Higher Education (Standard 4, Leadership and Governance),

“Whatever the title - board, directors, trustees, governors, or regents - the governing board is ultimately accountable for the academic quality, fiscal and academic integrity, academic planning, assets, and financial health of the institution.”
A. Statement of Expectations

The Board of Trustees has primary responsibility for governance of the University of the Virgin Islands. The Virgin Islands Code outlines the role and responsibilities of Board members of the University.

Each member of the Board must be willing to make a strong and sustained personal commitment of time, talent and energy in order to meet the challenges of this demanding role.

The purpose of the Statement of Expectations is two-fold: FIRST, to inform potential nominees to the Board of the level of commitment they will be expected to make; and, SECOND, to inform the public of what the Board expects of its members.

GOVERNANCE

The Board of Trustees governs the University, which under the provisions of Title 17, Chapters 33 and 35 of the Virgin Islands Code, serves in a dual capacity.

- As a body politic and corporate for the purpose of exercising general management and control of the affairs of the University (17, V.I.C. Section 453); and
- 17, V.I.C. Section 456: Specific functions of the Board include delegation of power, exercise general management and control of the affairs of the University and shall have specific functions, including but not limited to:
  1. The determination of courses of study
  2. The granting of academic degrees and honors
  3. The granting of sabbatical and other kinds of leave
  4. The establishment of standards for scholarships for needy or worthy students
- Sub Section C allows the Board to delegate to the President its representation as well as the exercise of the powers and responsibilities conferred upon it by this title.
STATEMENT OF EXPECTATIONS

I. To be well informed:

To understand the University of the Virgin Islands in the context of higher education, its mission, structure, programs, financial framework, strengths, challenges, and current issues, the role of the governing board, the role of the administration, the roles of faculty, academic staff, and students, relationships between the University and the Virgin Islands government; and the national higher education environment. This includes:

a. Participation in an orientation session for new Board members.

b. Participation in Trustee visits to the University campuses to view facilities, learn about programs, and meet with faculty, staff, administrators, and students.

c. Participation in meetings of the committees of the Board, as assigned.

d. Thorough review of agenda materials and other information pertinent to issues before the Board; careful consideration of options for addressing these issues.

e. Understanding the mission and character of each campus of the University of the Virgin Islands.

II. To be an active and contributing participant in the work of the Board of Trustees. This includes:

a. Regular attendance at meetings of the Board with the expectation that all of the meetings will be attended (approximately 3-4 meetings annually).

b. Speaking with Executive and Legislative branch decision makers and other stakeholders to obtain input and explain Board positions.

c. Attending University functions.

d. Giving a fair and objective hearing to differing opinions.

e. Discussing issues fully, but accepting and supporting the Board’s decision once it is made.

f. Representing the public interest in general and not the interest of any particular constituency.

g. Public support of the President and the University’s efforts to fulfill its mission.
III. To adhere to high standards of ethical conduct and to comply fully with laws relating to conduct of public officials and Boards. This includes:
   a. Avoidance of any conflict of interest and adherence to the standards of conduct for members of the Board, as set forth by the UVI Board of Trustees Conflict of Interest Policy (approved by the Board March 12, 2005). In the case of any potential conflict of interest, the Board member is expected to seek clarification. Where a conflict of interest is found to exist, the Board member must abstain from participating in the discussion and from voting on the matter in question.
   b. Full compliance with the Open meetings and public records laws and policies.
   c. Maintenance of confidentiality when appropriate.

IV. To accept responsibility for effectively and efficiently governing the University of the Virgin Islands in the public interest. This includes:
   a. Preservation and enhancement of educational quality.
   b. Sound financial management.
   c. Prudent stewardship of University assets.
   d. Appointment and annual performance evaluation of the UVI President.
   e. Ensure good planning of programs and allocation of limited resources so as to most effectively serve the higher educational needs of Virgin Islands citizens.
   f. Establishment and maintenance of a strong system of accountability to the public for performance results.
   g. Strategic planning to address future needs.
   h. Advocacy for the value of higher education to the US Virgin Islands.
   i. Monitor and understand the policy implications of litigation affecting UVI.
   j. Periodic Board Assessment.
B. Board Composition

The Board consists of seventeen (17) voting trustees:

- **Ex-Officio:** The Chair of the Board of Education of the Virgin Islands, the Commissioner of Education of the Virgin Islands, and the President of the University.
- **Public Members:** Nine members shall serve on the Board who are appointed by the Governor with advice and consent of the Legislature. This is a five year term.
- **Trustees elected by the Board:** Two members of the Board shall be elected by the Board. This is a five-year term.
- **Trustees elected by the Student Body and the Teaching Faculty:** One member of the Board shall be elected by the student body, and one shall be elected by the teaching faculty of the University. This is a one year term.
- **Trustee elected by the Alumni Association:** One member of the Board shall be elected by the UVI Alumni Association. This is a three-year term.

C. Board Communication

Communication with External Groups, including the Government of the Virgin Island (GVI): Official Public Statements/Representations

Because the Board of Trustees has a duty and responsibility to protect the good name, reputation, and interests of the University of the Virgin Islands, it has taken steps to assure not only that there are good lines of communications between the University and its external publics, but it has established what those lines should be.

Therefore, to assure that the University speaks with one voice and presents a consistent message about its programs and operations, the Board has charged only the Chair of the Board and the President of the University to make public statements on its behalf. In those instances in which representations are made on the part of the University or the Board itself, these will have been duly authorized by the Board or the President. The Board always acts (and speaks) as a corporate entity as specified in the Bylaws and as a generally accepted best practice in American higher education.
Communication by Board Committees
Both Standing and Special Committees exist to facilitate and make more efficient and effective the decision-making processes of the Board of Trustees. However, no matter how important the work of the committee, it is not more important than the corporate entity of which it is a part. Therefore, it is important that the charges and special assignments given to committees by the Board are unambiguous and that they include essential information about protocols including timelines and reporting formats. A Board Committee, unless specifically authorized by the Board, never speaks for or represents the Board as a corporate entity.

As indicated in the Bylaws, Standing and Special Committees must report on their activities at all regular and special meetings of the Board.

Communication with University Constituent Groups/Persons
*In accordance with a resolution passed at the October 31, 2009 meeting of the Board of Trustees, policies and actions taken by the Board will be posted on UVI’s website.*
Consistent with established protocol – as well as to avoid unflattering public relations, unnecessary legal exposure, and crises in human interactions – the Board operates on the basis that individual members of the Board will communicate with the University through leadership (i.e. the Chair or Vice Chair of the Board and/or the President of the University). While Board committees will obviously communicate directly with the assigned administrative staff liaisons, the communication will in no way take the form of an administrative directive. This of course does not include directives issued by the Executive Committee of the Board to the President. Not only as a courtesy but also to ensure that information is accurate and from the proper source, requests for information and other inquiries regarding various aspects of the University should be made through the Office of the President of the University. If it is a sensitive matter involving personnel, the Board member should discuss such matters in private with the President and/or the Board Chair.
V. Board Organization: Leadership and Standing Committees

EXECUTIVE COMMITTEE

As indicated in Article VI, Section 1(a) of the Bylaws of the University, the Executive Committee consists of the following:

- Board Chair
- Board Vice Chair
- Secretary of the Board
- Chairs of All Standing Committees
- Further, the Bylaws specify that the Executive Committee “shall
  i. ensure that the Board fulfills its responsibilities,
  ii. oversee the University's planning process and progress,
  iii. monitor the President's performance and
  iv. act on behalf of the full Board in emergencies. The Executive Committee may act for the Board between meetings, in the event of emergencies requiring Board action. The Executive Committee shall report to the Board at its next meeting on all actions taken by it, and the Board shall ratify or revoke such actions.”

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

Responsibilities [UVI Bylaws, Article VI, Section 1(b)]: “The Academic, Research and Student Affairs Committee shall review and recommend programs and personnel policies integral to fulfilling the academic, research and outreach missions of the University and ensuring high quality student life.”
**AUDIT COMMITTEE**

[UVI Bylaws, Article VI, Section 1(h)]: “The duties of the Audit Committee are in the charter that it enacts as its first order of business, having due regard for appropriate precedents and guidelines, which charter is subject to ratification by the Board.”

**BUILDINGS AND GROUNDS COMMITTEE**

Responsibilities [UVI Bylaws, Article VI, Section 1(c)]: “The Capital Development Committee [Buildings and Grounds Committee] shall provide broad oversight responsibility for the University’s capital development program, land, buildings, and equipment.”

**Reference Documents Available:**
Facilities Plan (Current and Future Overview)  
Strategic Planning Document  
Major Equipment Inventory and Replacement Schedule  
Pertinent Legal Documents
COMMITTEE ON TRUSTEES

The Committee on Trustees shall ensure that the Board’s membership and leadership consists of highly qualified and committed individuals; ensure that the regular programs of new trustees and in-service education are maintained; periodically recommend initiatives by which the Board shall assess its performance; establish and ensure appropriate standards for the review and assessment of the President’s performance; and review and propose amendments to the Bylaws for the University. In addition, the Committee on Trustees shall serve as the Board’s agent in reviewing the performance of incumbent trustees and board officers who are eligible for re-election. As often as may be required, the Committee shall assemble a list of qualified candidates for possible nomination to the Board and propose and review the adequacy of the statement of trustee responsibilities as adopted by the Board.

DEVELOPMENT COMMITTEE

Responsibilities [UVI Bylaws, Article VI, Section 1(d)]: “The Development Committee shall provide guidance and have oversight of policies for long-term fund-raising, annual gift giving, alumni affairs, and public relations.”

Reference Documents Available:
Strategic Planning Document
Capital Development Plans
Annual Giving Information
Case Statement
Information about Capital Campaign(s)
Public Relations Briefs
Information Re: Funded Research Grants/Contracts
FINANCE AND BUDGET COMMITTEE

Responsibilities [UVI Bylaws, Article VI, Section 1(e)]: “The Finance and Budget Committee shall be responsible for: (i) overseeing current financial operations and results; and (ii) ensuring that a viable long range financial plan for the University is in place and periodically updated.”

Reference Documents Available:
Approved Fiscal Year Budget
Audit Report
Quarterly Financial Report

PLANNING COMMITTEE

Responsibilities [UVI Bylaws, Article VI, Section 1(f)]: “The Planning Committee shall ensure that the University engages in continuous long range and strategic planning in fulfilling its mission.”

Reference Documents Available:
The University’s Strategic Plan – Strategic Plan 2017 – Pathways to Greatness
Vision 2012 Annual Close-Out Reports
Quarterly Key Performance Indicators (KPI’s)

MEMBERS OF STANDING COMMITTEES

EXECUTIVE COMMITTEE
Mr. Alexander A. Moorhead, Chair
Atty. Henry C. Smock, Vice Chair
Dr. David Hall, President
Mrs. Jennifer Nugent-Hill
Mr. Edward E. Thomas
Mr. Sinclair L. Wilkinson
Dr. Wesley S. Williams, Jr.
Dr. Yvonne E. L. Thraen

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
Dr. Yvonne E. L. Thraen, Chair
Dr. LaVerne Terry, Commissioner of Education
Ms. Winona A. Hendricks, Board of Education Chair
Dr. Aletha Baumann, Faculty Trustee
Ms. Raydiance Clarke, Student Trustee
Mrs. Luz Suarez de Highfield
Mr. Sinclair L. Wilkinson
Mr. Alexander A. Moorhead, Ex-Officio
Dr. David Hall, Ex-Officio

Liaison: Dr. Camille McKayle
340-693-1200

AUDIT COMMITTEE
Mr. Edward E. Thomas, Chair
Mr. Timothy D. Carlson, Vice Chair**
Mr. Alan J. Bronstein**
Mrs. Jennifer Nugent-Hill
Mr. Alexander A. Moorhead, Board Chair, Ex-Officio
Dr. David Hall, President, Ex-Officio

**Messrs. Bronstein and Carlson will be the two outside members of the Committee who are qualified financial experts.

BUILDINGS AND GROUNDS COMMITTEE
Attorney Henry Smock, Chair
Dr. Yvonne E. L. Thraen
Ms. Winona A. Hendricks, Board of Education Chair
Dr. Aletha Baumann, Faculty Trustee
Ms. Raydiance Clarke, Student Trustee
Mrs. Luz Suarez de Highfield
Mr. Alexander A. Moorhead, Ex-Officio
Dr. David Hall, Ex-Officio

Liaison: Ms. Lily Mae Durante
340- 693-1140

COMMITTEE ON TRUSTEES COMMITTEE
Mrs. Jennifer Nugent-Hill, Chair
Attorney Henry C. Smock
Honorable Patricia D. Steele
Dr. Wesley S. Williams, Jr.
Mr. Alexander A. Moorhead, Ex-Officio
Dr. David Hall, Ex-Officio

Liaison: Mrs. Tina Koopmans
340- 693-1540

DEVELOPMENT COMMITTEE
Dr. Wesley S. Williams, Jr., Chair
Mrs. Carol Fulp
Mr. Marthious Clavier, Alumni Trustee
Atty. Samuel H. Hall**
Dr. Alfred O. Heath**
Mr. Alexander A. Moorhead, Ex-Officio
Dr. David Hall, Ex-Officio

Liaison: Mrs. Dionne Jackson
340- 693-1040
Two non-trustees are appointed to the Committee because of their involvement in Development: Dr. Alfred O. Heath, Chair of the Annual Fund, and Atty. Samuel Hall, Chair, Capital Campaign.

FINANCE AND BUDGET COMMITTEE
Mr. Edward E. Thomas, Chair
Mrs. Carol Fulp
Mrs. Jennifer Nugent-Hill
Attorney Henry C. Smock
Mr. Alexander A. Moorhead, Ex-Officio
Dr. David Hall, Ex-Officio

Liaison: Mrs. Shirley Lake-King
340- 693-1401

PLANNING COMMITTEE
Mr. Sinclair L. Wilkinson, Chair
Mr. Marthious Clavier, Alumni Trustee
Honorable Patricia D. Steele
Dr. Laverne Terry, Commissioner of Education
Dr. Aletha Baumann, Faculty Trustee
Mr. Alexander A. Moorhead, Ex-Officio
Dr. David Hall, Ex-Officio

Liaison: Dr. Henry H. Smith
340 693-1062
Board and Committee Meeting Protocols

Board Meeting Protocols
According to the Bylaws, the Board of Trustees of the University of the Virgin Islands “shall meet at least twice annually.” The Bylaws also specify that there should be an annual meeting and regular meetings, and allow for special meetings, provided that appropriate notice is given and rules governing quorum and minutes are followed.

Committee Meeting Protocol
Meetings of the Standing Committees, which are coordinated by the respective Committee Chair and the assigned Committee Liaison, generally meet just prior to regular meetings of the Board. As indicated in the Bylaws, “All committees shall report to the Board at its regular and special meetings.” Committee meetings are usually held in the Administration and Conference Center Board Conference Room on the St. Thomas Campus and in the Provost’s Conference Room (Great House) on the St. Croix Campus. All meetings of standing committees of the Board are conducted via teleconference, which allows for off-site participation, and are open to the public, except any portion of a meeting that is held in executive session.
VI. Board Meetings

A. Board Meetings: Agenda Preparation and Dissemination

The Board Chair, with the assistance of the President of the University and based on the work of the committees, will prepare the agenda for each Board meeting. Except in extenuating circumstances, it is the practice for the agenda, and materials relative to items on the agenda, to be distributed to Board members at least one week in advance. Any policy proposals should be advanced to the appropriate committees earlier to assure that the information is thoroughly reviewed prior to the Board meetings. The Board reserves the right to decide what information is distributed beyond the Board’s membership as specified in the Bylaws.

Consent Agenda

Rationale: To allow for the most expeditious and efficient handling of routine matters that come before the Board and to ensure that quality and adequate deliberation is given to the discussion of policies and complex issues, the board has available to it the “Consent Agenda”.

The consent agenda shall consist of items such as those listed below and others placed on it for the information of the Board.

- Minutes of the Standing Committees of the Board
- Minutes of Special Committees of the Board
- Informational Materials

Any item may be removed from the Consent Agenda for discussion by any voting member of the Board of Trustees.
B. Board Meetings: Minutes Preparation and Dissemination

Summary minutes of all meetings of the Board will be taken and transcribed by the staff-person assigned to the Board for this purpose. These minutes, which are expected to reflect the Board meeting proceedings, will be distributed in a timely manner following each meeting. They will also be presented for review and approval at the subsequent regular or special meeting of the Board. It is the responsibility of the President of the University, as Secretary of the Board, to ensure the accuracy of the minutes and to ensure appropriate follow up to Board actions.
VII. Board Policy Development (Guidelines)

As is customary with college and university governing boards, the UVI Board of Trustees has adopted formal guidelines and procedures for the development and approval of University policies consistent with its authority (UVI Bylaws, Article II, Section 4). These include but are not limited to the following:

- Authorizing the administration to conduct feasibility studies that are designed to result in policy statements on a variety of topics related to the mission, organization, programs, and operation of the University.
- Establishing special committees and commissions to develop position papers and recommendations that have policy implications.
- Accepting for review, consideration, and adoption policies recommended by the President of the University.
- Directing proposed policies to appropriate standing or special committees of the Board for review and recommendations.
- Placing proposed policies on the agenda of the Board meetings for discussion, review and action.
- Assuring that proposed policies have been carefully researched and documented and are given sufficient time for review and reaction by the Board before formal adoption.
- Charging the President of the University with the dissemination, and implementation of policies adopted by the Board.
• Adopting a time frame for the periodic review of policy statements to assure that they are timely, relevant, and consistent with the needs of the University.
VIII. Current Policies Approved by the Board

A. Conflict of Interest Policy

Each member of the Board, on an annual basis, is required to complete and submit a notarized copy of the Conflict of Interest Policy Statement.

Approved by Board of Trustees March 2005
B. Trustee Orientation and Development

Initial Interview with President and Board Chair

Following appointment or election of new Trustees, the President of the University and the Chair of the Board will make arrangements to meet with each new member of the Board for purposes of welcoming and getting better acquainted with him/her, as well as to acquaint the new members to basic Board policy and protocol. These introductory sessions also allow the new member to ask questions and receive answers about Board operations and to provide the Board Chair and President with pertinent information about the new member’s ideas, interests, and availability for committee assignments. Also, either before or during these interviews, new members will receive a copy of the Board of Trustees Manual and a copy of the AGB publication, “A Guide for New Trustees.”

Sharing Pertinent Information about Trustee Role and Responsibilities

In addition to the information provided at the initial meetings with either the Board Chair or the President of the University, the University—at the direction of the Board of Trustees—will arrange for special board orientation workshops. These sessions, which are normally scheduled before a regular or special session of the Board, may be conducted by an external consultant. The needs of both new and continuing members will be addressed.

Assigning Experienced Trustee Mentors

The Chair of the Board of Trustees will, at the first meeting following the member’s official appointment, assign a mentor, (current trustee) to assist during a new trustee’s first year of Board membership.

Mentor responsibilities shall include:
- Participation with the new Trustee in the Board orientation programs;
- Sitting next to the new Trustee at all Board meetings during new Trustee’s first year of membership;
- Maintaining communication with the new Trustee before and after each Committee and/or Board meeting;
- Serving as a Board development source.

The list of Mentors assigned by the Board Chair will be updated periodically and will follow this page in the Manual.

TRUSTEE ORIENTATION POLICY

Approved by Board of Trustees June 2004

Orientation for New Members of the Board of Trustees

Newly appointed/elected Board of Trustees members will receive orientation to the University and to their role and responsibilities as Trustees through an orientation program organized by the Chairman of the Board of Trustees and the President of the University.

The orientation process will begin with the trustee being sent as soon as possible after their appointment/election the following:

- A letter from the Chair of the Board
- A letter from the President of the University
- An invitation from the Chair to participate in an orientation program.

Orientation material will be provided to the trustee prior to the orientation program that includes:

- The Mission Statement of the University
- The Bylaws of the University
- The Association of Governing Boards of Universities and Colleges’ publication “New Trustee Orientation” by Richard T. Ingram
- Minutes from the past year’s meetings of the Board
- Brochures, pamphlets and other material detailing with the responsibilities of Board committees
- “Do’s and Don’ts for Trustees in Higher Education” by Howard L. Simmons, PhD
- A package outlining the major programs and areas of the University
- List of members of the Trustees, their resumes and their committee assignments

The main orientation program will take place on a single day prior to, if possible, the meeting of the Board that occurs following the trustee’s appointment/election. It will consist of two sessions.

The first session will provide the new trustee with general information on how the Board functions, the responsibilities of Board and those of individual trustees, recent issues of the Board and other pertinent matters. This session should be conducted by an appropriate consultant in collaboration with the Chair of the Board.

The second session will be hosted by the President with the Chair or another member of the Executive Committee present for at least a part of the session. The session will serve to acquaint the trustee with the University. Areas covered in the discussions will include the University’s mission, academic programs, staffing structure, alumni and development programs, institution’s finances, physical plant strength and needs, and current major issues. Presentations by senior staff and other trustees might be made in this session. This session will conclude with a tour of the campus on which the orientation took place with a focus being placed on facility issues. This tour might also be used to provide an opportunity for the trustee to develop first-hand familiarity with some University personnel and programs. As soon as convenient following the full-day orientation, the trustee will be provided by the President with a tour of the campus not previously toured.
New members of the Board may participate in a pre-conference orientation session of the Association of Governing Boards of Universities and Colleges as part of the new member’s orientation program, subject to approval of the Chair of the Board.
IX. Glossary for Special University Terms and Acronyms (Partial List)

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AES</td>
<td>Agricultural Experiment Station</td>
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<tr>
<td>ASBDC</td>
<td>Association of Small Business Development Centers</td>
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<tr>
<td>CATI</td>
<td>Computer Assisted Telephone Interview</td>
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<tr>
<td>CATS</td>
<td>Campus Advisement Tutorial Services Center</td>
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<tr>
<td>CDC</td>
<td>Conservation Data Center</td>
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<tr>
<td>CEA</td>
<td>Campus Executive Administrator (this title is unique to UVI)</td>
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<tr>
<td>CELL</td>
<td>Community Engagement and Lifelong Learning</td>
</tr>
<tr>
<td>CES</td>
<td>Cooperative Extension Service</td>
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<tr>
<td>CIRP</td>
<td>Cooperative Institutional Research Program</td>
</tr>
<tr>
<td>CMES</td>
<td>Center for Marine and Environmental Studies</td>
</tr>
<tr>
<td>CYFAR</td>
<td>Community, Youths, Families at Risk</td>
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<tr>
<td>EDC</td>
<td>Economic Development Commission</td>
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<tr>
<td>ECC</td>
<td>Eastern Caribbean Center</td>
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<tr>
<td>EPE</td>
<td>English Proficiency Examination</td>
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<tr>
<td>EPSCoR</td>
<td>Experimental Program to Stimulate Competitive Research</td>
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<td>FERPA</td>
<td>Family Educational Rights and Privacy Act</td>
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<td>FET</td>
<td>Faculty Evaluation Team</td>
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<td>FPM</td>
<td>Faculty Policy Manual</td>
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<td>FUVI</td>
<td>Foundation for the University of the Virgin Islands</td>
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<tr>
<td>GIA</td>
<td>Gemological Institute of America</td>
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<tr>
<td>GPS</td>
<td>Global Positioning System</td>
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<tr>
<td>HBCUs</td>
<td>Historically Black Colleges and Universities</td>
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<tr>
<td>HBCU-UP</td>
<td>Historically Black Colleges and Universities - Undergraduate Program</td>
</tr>
<tr>
<td>HERI</td>
<td>Higher Education Research Institute</td>
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<tr>
<td>HR</td>
<td>Human Resources</td>
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<tr>
<td>ISP</td>
<td>Internet Service Provider</td>
</tr>
<tr>
<td>ITS</td>
<td>Information &amp; Technology Services</td>
</tr>
</tbody>
</table>
MARC Minority Access to Research Careers
MBRS-RISE Minority Biomedical Research Support – Research Initiative for Scientific Enhancement
MMSC McLean Marine Science Center
MSCHE Middle States Commission on Higher Education
NIH National Institute of Health
NSF National Science Foundation
OMB Office of Management and Budget
PERB Public Employees Relations Board
PIP Partners in Policy Making
PRR Periodic Review Report
RCA Reichhold Center for the Arts
RISE Research Initiative for Scientific Enhancement
ROA Record of Activities
RPS Research and Public Service
RTP Research and Technology Park
SBIR Small Business Innovative Research Program
SGA Student Government Administration
SLOA Student Learning Outcomes Assessment
SSARE Southern Region Sustainable Agriculture Research and Education
SWOT Strengths, Weaknesses, Opportunities and Threats
TIAA/CREF Teachers Insurance and Annuity Association / College Retirement Equities Fund
TSTAR Tropical and Subtropical Agriculture Research
UBC University Budget Committee
UCC University Compensation Committee
USDA United States Department of Agriculture
USDA-CSREES United States Department of Agriculture – Cooperative State Research Education Extension Service
UVI University of the Virgin Islands
VICS  Virgin Islands Community Survey
VI-EPSCoR  Virgin Islands – Experimental Program to Stimulate Competitive Research
VIERS  Virgin Islands Environmental Resources Station
VIG  Virgin Islands Government
VIMAS  Virgin Islands Marine Advisory Service
X. Biographical Sketches of Board Members
XI. Bylaws of the University
XII. Reference Material

**Recommended Reading for Trustees**

In addition to the Board’s own Manual, the University will make available from time to time other books, articles, and brochures related to the role and responsibilities of trustees or related to various aspects of higher education.

At a minimum, each member of the Board of Trustees should be provided with copies of the following publications:


XIII. Resources

Resources used for Development of Manual


Wilson, E.B., AGB Board Basics: Effective Committees, Committee on Trustees.


Simmons, Howard L., Do’s and Don’ts for Trustees in Higher Education.

Simmons, Howard L., UVI Board of Trustees Manual