

University of the Virgin Islands

Research and Public Service

Framework for Excellence



**Master Plan
2007-2012**

Developed by
Research and Public Service Units

With Technical Assistance from the Office of the President

September 2007

Introduction

The purpose of the Research and Public Service (RPS) component is to provide and facilitate responsive research and outreach programs that are designed to improve the quality of life in the US Virgin Islands, the wider Caribbean and beyond. RPS functions as a cost effective and outcome-oriented "learning organization" whose outputs support the mission of the University of the Virgin Islands in the areas of research and public service.

The RPS component has an internal culture oriented towards problem solving through cooperation and collaboration. The RPS incorporates and promotes the concept that quality, demand-driven service begins and ends with the client; requires a functional relationship with stakeholders; and relies on well-trained, involved personnel.

In pursuing this overarching objective, RPS seeks to produce measurable improvements for stakeholders and communities across the US Virgin Islands, the wider Caribbean and beyond. Realizing that "trying hard is not good enough," the RPS endeavors to instill a Results Accountability Model in its approach to planning as evidenced in this Framework for Excellence.

At every management team and unit meeting RPS holds itself accountable to posing and meaningfully responding to the following questions:

1. What are the quality of life conditions we want for our stakeholders?
2. What would these conditions look like if we could see or experience them?
3. How can we measure these conditions?
4. How are we doing on the most important measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

RPS embraces the opportunities presented in the current operating environment, while being mindful of threats that surround the RPS and the University. It has the opportunity to creatively and strategically fulfill its mandate while employing measures of cost containment, cost avoidance, and strategic allocation of resources, in partnership with agencies and individuals across the public, private, and voluntary sectors that share a commitment to its mission.

Overview of the Strategic Plan

With assistance from the Office of the President, the RPS Senior Management Team met on August 22 to work collaboratively on developing the Framework by utilizing diagnostic and visioning exercises. The RPS Units responded to an advance-planning matrix, including a potential for impact of significant external factors (PESTE) analysis, that confirmed the organization's readiness to plan and detail information that will be used for a further "drill down" in the development of unit plans.

During the session, members examined background information relative to effective planning within the context of Vision 2012, participated in conducting a Strengths, Weaknesses,

Opportunities and Threats (SWOT) analysis, developed vision, mission, goal and values statements, and recommended objectives, strategies, performance indicators, targets, means of verification, responsible parties, costs, and expected outcomes.

The group also identified the following strategic areas as key to the success of RPS:

- Community engagement
- Scholarly and applied research
- Financial responsibility and sustainability
- Organizational performance

Organizational Profile and History

The Research and Public Service (RPS) component is comprised of nine separate units. These include: Agricultural Experiment Station (AES), Center for Marine and Environmental Studies (CMES), Cooperative Extension Service (CES), Eastern Caribbean Center (ECC), Small Business Development Center (SBDC), Water Resources Research Institute (WRRI), Office of Sponsored Programs (OSP), Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR) and the Research Publications Unit (RPU).

RPS, coordinated by the Office of the Vice Provost for Research and Public Service, had its beginning some 35 years ago with the University's acquisition of land grant status. It has since grown to be a locally recognized resource and clearinghouse for applied and scientific research, compliance monitoring, data mining and other information relevant to enhancing the lives of the people of the US Virgin Islands, the wider Caribbean and beyond.

The role of RPS is central to the mission of the University. It connects the University to the community by offering programs and activities that are germane to the needs of the community and projects the University as a responsible community citizen. Its many programs are in great demand and constant efforts are required to ensure relevance and effectiveness.

The mission of RPS – to promote, conduct and provide access to relevant research, and responsive training and service to enhance the lives of the people of the US Virgin Islands, the wider Caribbean and beyond – is patterned after that of the University and is embedded in a philosophy of providing for the research and public service needs of the University and the community in a manner that inspires trust and integrity in the information and services provided.

SWOT Analysis:

To obtain a clearer perspective of the RPS, the Senior Management Team conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to determine the component's strengths, weaknesses, opportunities and threats. The results are outlined below:

Strengths	Weaknesses	Opportunities	Threats
Diverse expertise	Knowledge gaps	Strengthen basic student training	Funding
Recognized experts	Size of units/ lack of critical mass	Improved use of information technology	Natural disasters
Research facilities	Infrastructure constraints	New conference facilities	Federal and local policies
Specialized databases	Documentation and information dissemination	Distance education (online and on-site)	Unfunded payroll increases
Unique programs	Communication of accomplishment/ research	Greater openness to integration with academics	Economic performance of local government
Responsiveness and flexibility	Overloaded	Development of an indirect cost policy	Disease epidemics
Vast networks	Inadequate cataloging	Collaborative projects with other institutions/agencies	Change in US foreign relations
Specialized knowledge	Failure to publicize accomplishments and capacities	Collaborative projects within the university as applicable	Terrorism
Community engagement	Inadequate investment in assessment and evaluation	Openness/responsiveness of current government administration	Decline in student enrollment
Knowledge of the community	Limited scholarly and applied publication	To enhance the place of RPS in Vision 2012	Change in University administration
Centers of excellence	Lack of depth in programs	Salary adjustments/new pay plan allows for the attraction and retention of employees	Change in focus/interpretation of Vision 2012
Community confidence	Lack of basic core support for RPS	Well positioned in the national funding arena	Exceeding resident/UVI capacity for growth
Responsiveness to regional literary needs	Inadequate integration with "academic side"	Openness to addressing structural and administrative impediments	Retention of qualified personnel
High recent successes with	Cumbersome organizational	Involvement in shared governance at the	University financial situation

Strengths	Weaknesses	Opportunities	Threats
major federal grants	structure	University	
	Structural and administrative impediments	Participation in incentive award system	
	Lack of matching funds and policy for distribution of indirect cost funds		
	Suspension of the merit system		
	Recruitment and retention of University personnel		

The Success Model

Vision: A recognized provider of relevant quality research, training and service that positively impacts the lives of the people of the US Virgin Islands, the wider Caribbean and beyond.

Mission: To promote, conduct, and provide access to relevant research, and responsive training and service to enhance the lives of the people of the US Virgin Islands, the wider Caribbean and beyond.

Core Values:

- Efficiency
- Excellence
- Thoroughness
- Responsiveness
- Collaboration
- Relevance
- Collegiality
- Honesty/Trustworthiness
- Ethics

Summary of Critical Strategic Goals

Community Engagement: To lead and collaborate with the community in the areas germane to the mission of RPS.

Scholarly and Applied Research: Increase scholarly research and outreach activities that enhance student learning, responds to community needs and/or generate new knowledge that also meets peer-reviewed standards.

Financial Responsibility and Sustainability: Enhance and diversify the University's financial base through the development of new revenue streams and realization of cost containment, cost avoidance and strategic and technical allocation of resources.

Organizational Performance: Contribute to institutional efforts to improve administrative structures and processes as a means of increasing efficiency and effectiveness.

KEY RESULT AREA #1: COMMUNITY ENGAGEMENT

**GOAL A: TO LEAD AND COLLABORATE WITH THE COMMUNITY IN THE AREAS
GERMANE TO THE MISSION OF RPS.**

Objective #1: Address issues impacting the community by expanding consulting services, directed research and technical support.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
1. Establish and implement a mechanism to assess issues impacting the community	Operational Mechanism and process for use	Dec. 2008	Continuous use	RPS Senior Management Team	Enhanced targeted response to community needs
2. Provide technical assistance to address social, economic, political, cultural and environmental issues of the USVI.	Number of participants attending seminars, workshops, short courses, etc conducted.	Plan life	Positive growth per year per unit	All RPS Units	Increasing relevance of RPS to the development of the territory.
3. Create and maintain an information repository of USVI environmental data.	Number of publications acquired, number of publications accessed	September 2008 and plan life	10 per year	CES	Current and updated resource index

Objective #2: Improve the quality and relevance of programs by increasing collaboration with education, economic, business, health, human services, art, labor, natural resources, agriculture, fishing and other sectors.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
1. Expand linkages of RPS in the Caribbean region through increased collaboration with related regional organizations. Build partnerships with local, national, regional, and international research, teaching, and outreach programs and funding initiatives to enhance RPS research activities and delivery of outreach/extension services to the USVI.	Number of regional partnerships established	Plan life	Two new relationships established each year.	RPS Directors	Increased exposure and awareness of UVI
2. Obtain feedback from advisory boards and other stakeholders to improve program offerings.	Number of meetings/consultations with members of the Advisory Boards and other stakeholders.	Plan life	1 per year	All units	Improved quality of programs
3. Develop a plan of action to strengthen K-12 Science and Math Education in the Territory by VI-EPSCoR Advisory Board.	Publication of Action Plan	June 2008	Published plan	VI-EPSCoR	Strengthen linkage between UVI and Dept of Education to strengthen K-12 STEM education
4. Increase the number of proposals that include collaboration with other entities both within and outside of the USVI.	Number of formal proposals that include collaboration for community consultation.	Plan life	2 per year	All relevant RPS units	Improved quality and relevance of programs
5. Collaborate with local government	Number of educational	Plan life	5 per year	CES/SBDC/	Improved

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
agencies and Non Governmental Operations (NGO's) to develop and offer opportunities for educational/research opportunity outreach.	outreach opportunities provided.			CMES-VIMAS	response to demand driven programs
6. Develop and implement a tracking system that will facilitate continuous assessment of RPS' impact in the community.	Operational Mechanism and process for use	Plan life	Continuous use	All RPS units	Improved RPS efficiency

KEY RESULT AREA #2: SCHOLARLY AND APPLIED RESEARCH

GOAL B: INCREASE SCHOLARLY RESEARCH AND OUTREACH ACTIVITIES THAT ENHANCE STUDENT LEARNING, RESPOND TO COMMUNITY NEEDS, AND/OR GENERATE NEW KNOWLEDGE THAT MEETS PEER-REVIEWED STANDARDS.

Objective #1: Increase scholarly research and outreach activities that enhance student learning.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
1. Increase the participation of research staff in the classroom through mutually beneficial arrangements with Academic Affairs	Percentage of research staff time allocated to classroom participation	Sept. 2009	7% of research staff time converted to classroom instruction	Vice Provost	Enhanced student learning
2. Integrate student learning and mentorship in research and outreach activities.	Rate of student participation in research and outreach activities.	December, 2008	10 students per year	Relevant RPS units	Enhanced student learning

Objective #2: Increase research that responds to community needs and generates new knowledge.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Impact
1. Conduct research that strengthens the economic contribution to the Virgin Islands community.	Number of research projects, categorized as direct or indirect, that relate to V.I. economic development.	December 2009	A 10% annual increase of direct research projects over the baseline average of year's 2005-2007.	All RPS units	The effective use of results to improve economic standing.
2. Continue leadership role in the University Consortium of Small Island States (UCSIS).	UVI playing a major part in directing the development of UCSIS.	Ongoing	UVI staff serving as officers on all major UCSIS Committees	Vice Provost, RPS and UVI President	UVI as a strategic contributor to marine and environmental education at the global level.
3. Increase the number, diversity, and dollar value of grants and contracts received.	Number, value and topic categories of grants and contracts received	December 2009	A 10% annual increase in the number and/or dollar value of grants received along with an annual enumeration of the topics covered over the baseline average of year's 2005-2007	All RPS units	Increased resources for more intensive research in areas relevant to the territory.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Impact
4. Improve the dissemination of research products through distance education, short courses, and other means.	Number of seminars, workshops, short courses, and distance education activities, and the number of participants in attendance at these activities relating to the dissemination of information resulting from research conducted by RPS	December, 2009	A 10% annual increase in either the number or activities or the number of participants at these activities over the baseline average of year's 2005-2007.	RPS research units	A more educated and informed community.
5. Develop policies that strengthen capacity of the university's research centers.	The development of a policy delineating the action required to strengthen the University's research centers	December, 2008	A policy is in place, the elements are prioritized and the highest priority items are being implemented	Central administration and all RPS research units	Increased capacity for research and publication.

Objective #3: Increase the volume and quality of research that meets peer-reviewed standards where applicable.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
1. Provide support for the development of research proposals	Funding for professional staff, support staff, equipment and facilities	October, 2009	An annual 5% budget increase to be used by units to cover staffing, equipment and facility needs as well as training and release time for proposal writers.	Central administration	Improved quality of grant proposal and increase in grants received.
2. Increase the number and quality of publications arising as part of research and outreach activities.	Number of papers published in peer-reviewed journals	December, 2009	A 10% annual increase over the baseline average of year's 2005-2007.	Relevant RPS units	Increased recognition of UVI to the global knowledge database.

KEY RESULT AREA #3: FINANCIAL RESPONSIBILITY AND SUSTAINABILITY

GOAL C: ENHANCE AND DIVERSIFY THE UNIVERSITY'S FINANCIAL BASE THROUGH THE DEVELOPMENT OF NEW REVENUE STREAMS AND REALIZATION OF COST CONTAINMENT, COST AVOIDANCE AND STRATEGIC AND TECHNICAL ALLOCATION OF RESOURCES.

Objective #1: Increase mission-centered grant acquisitions that support and promote research and community development.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
1. Provide assistance with project development and proposal writing	Number of proposal writers assisted	Plan life	10 per year	OSP	Improved quality of proposals submitted
2. Develop policies for the allocation of indirect costs to improve support for grant activities and incentives for grant acquisition	Adoption of new policy on allocation of indirect cost revenues	June 2008	Adoption of policy	VP-RPS	Better use of funds, and incentives for project directors and their units
3. Increase the volume and quality of proposals submitted	Volume of competitive mission-oriented proposals submitted, measured in dollars requested	Plan Life	10% annual increase	OSP	Greater opportunities for receiving external grant support
4. Increase the level of human resources invested in grant seeking and administration	Number of FTE staff providing support for proposal-writing and post-award administration of grants	FY 2008 FY2010	Add one FTE Add second FTE	OSP/RPS/UVI OSP/RPS/UVI	Improved quality and volume of proposals submitted, and excellence in management of grants

Objective #2: Achieve long-term financial sustainability and viability of RPS

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
1. Engage in long-term planning for program growth and financial sustainability	Adoption of long-term plan for RPS growth	FY2009	Plan developed	VP-RPS	Sound management of component, and coherent strategy for growth
2. Increase providing contract technical services to public and private sector entities.	Increased technical services provided	Plan life	10% increase per year in each unit	Units that provide contract technical services to the community	Stronger interaction between the University and the community
3. Develop policies that foster providing contract technical services to public and private sector entities in the community.	Development of policies regarding provision of contract technical services	June 2009	Policy developed	VP-RPS	Better guidance for RPS units that provide external contract technical services
4. Develop the capacity of the university to obtain and manage grants.	Professional development regarding obtaining and managing grants	Plan life	All OSP staff attend at least one professional development workshop annually; OSP delivers at least two workshops for UVI faculty and staff annually	Office of Sponsored programs (OSP)	Improved quality and quantity of proposal writing and grants management throughout the University
5. To provide coordination	Manage Title III funds to	Plan life	On-time	OSP/Title III	Sound management

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
and management of the US Department of Education Institutional Strength grant (Title III).	achieve program objectives		completion of 78% of the established goals/objectives of the 2008-2012 grant cycle		of Title III resources

KEY RESULT AREA #4: ORGANIZATIONAL PERFORMANCE

GOAL D: ENSURE THAT RPS STRATEGIC GOALS ARE MET BY ENHANCING THE UNIVERSITY'S CAPACITY TO ACHIEVE RESULTS

Objective#1: Contribute to institutional efforts to improve administrative structures and processes as a means of increasing efficiency and effectiveness.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
1. Identify potential improvements in University administrative work-flow.	Set of recommendations and implementation of those recommendations.	Oct. 2008	Written report	RPS directors and Vice Provost, RPS	Increased efficiency of administrative work-flow

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
2. Identify potential improvements in documentation of University administrative procedures.	Set of recommendations	March 2009	Written report	RPS directors and Vice Provost, RPS	Increased effectiveness of documentation of administrative procedures

Objective#2: Strengthen RPS unit administrative procedures and recommend adjustments to University structures and policies to more effectively and efficiently meet unit, RPS, and University goals.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
1. Develop mission statements for each unit and for RPS.	Written mission statements	June 2008	Written mission statements	RPS directors and Vice Provost, RPS	Clearer missions
2. Develop strategic plans or comparable document (e.g. workplan) for each RPS unit and for RPS to align activities with mission statements.	Written strategic plans or comparable documents	December 2008	Written strategic plans or comparable documents	RPS directors and Vice Provost, RPS	Increased alignment of activities with missions

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
3. Engage in a review to achieve optimum organization of RPS in general and each RPS unit to enhance the efficiency and effectiveness of fulfilling their missions.	A revised organizational chart reflecting a reviewed structure that has been changed as appropriate.	June 2008	A reviewed and/or revised organizational chart that clearly indicates the chain of command and reporting responsibilities for RPS and each RPS unit.	Each RPS director and the Vice Provost, RPS	Improved efficiency and effectiveness of RPS units.
4. Develop an assessment plan for each RPS unit.	Written assessment plans	June 2008	Written assessment plans	RPS directors	More effective program management and increased impact of programs.
5. Regularly review and adjust mission statements, strategic plans or comparable documents, organizational structures, and assessment plans for each RPS unit.	Updated mission statements, strategic plans, organizational charts, and assessment plans.	Plan life, every two years	Updated written mission statements, strategic plans, organizational charts, and assessment plans	RPS directors and Vice Provost, RPS	Programs more responsive to changing circumstances

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
6. Regularly assess staff skills requirements in each RPS unit and the Office of the Vice Provost and recommend changes to enhance productivity.	A detailed list of skills required by job category for maximum unit productivity	December 2008	Unit personnel have been trained to meet required skills or new employees with requisite skills have been hired or are on a priority list to be hired.	RPS directors	Improved results through a well trained and adequately qualified cadre of professionals.
7. Provide regular opportunities in each unit for professional development of RPS personnel, consistent with unit goals.	Written plans to provide professional development for all personnel in each unit, tied to annual performance appraisal process	December 2008	Written plans for each staff member attached to annual performance plan	RPS directors	Better trained and motivated personnel to support the continued development of RPS and succession of leadership in RPS.

Objective#3: Continually promote the image and reputation of RPS by enhancing the external communications system.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
1. Develop an information sharing strategy linked to the University's Strategic Communications Strategy	Strategy detailed to enhance external communications system.	December 2008	Plan for improving RPS' communications with the public.	Vice Provost	Clear direction of how to proceed in improving external communications.
2. Implementation of the information sharing strategy.	Plan implemented by each RPS unit and the Office of the Vice Provost	June 2009	All RPS communications channeled through one clearinghouse.	All RPS units.	Increased University and public awareness and involvement in RPS activities.

Objective#4: Participate in development of mechanisms to allow non-RPS University faculty and staff to contribute to RPS programs and to allow RPS faculty and staff to contribute to non-RPS University programs.

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
1. Participate in University efforts to reduce barriers between components in order to enable personnel to contribute more fully to research, teaching, and community service.	Recommendations	Sept 2008	Increased participation of RPS personnel in non-RPS activities and non-RPS personnel in	RPS Directors and Vice Provost, RPS	Increased contribution of RPS programs to student learning; increased relevance of RPS programs

Strategy	Key Performance Indicator	Date	Target	Responsible Party	Anticipated Impact
			RPS activities		
2. Participate in development of the Faculty Policy Manual (FPM) with respect to analysis of the differences in roles and existing policies for teaching and research faculty.	Inclusion of policies fostering integration of faculty in the FPM.	June 2008	Identification of areas in FPM that would lead to integration and inclusion of all faculty in the FPM.	Vice Provost of RPS, RPS unit directors and research faculty.	Greater participation of entire faculty in both teaching and research activities.
3. Review and adjust RPS evaluation and promotion policies to reduce barriers between research, academic, and outreach/extension personnel	Updated RPS evaluation and promotion policies	December 2008	Written updated RPS evaluation and promotion policies	RPS directors and Vice Provost, RPS	Increased integration of research, academic, and outreach/extension personnel

Appendix A

Stakeholder Analysis

In an effort to better understand and more accurately determine the responsiveness of RPS that would allow for the greatest degree of impact relative to outcomes, a stakeholder exercise was conducted to identify the expectations of categories of stakeholders. The following were identified as expectations of the various stakeholders:

Farming Community

- Best practices
- Training
- Data
- Fact Sheet
- News and Information
- Pest and Disease Information
- Market Information
- Improved materials
- Financing
- Advocacy
- Record Keeping

Fishing Community

- Guidance on the techniques
- Information on where and when to fish
- Financing
- Advocacy
- Implication of Federal/Local regulations
- Marketing/Pricing
- Improved technology
- Research on Pollution, fish poisoning (ciguatera) and stock enhancement
- Record Keeping

Business Community

- Financing
- Planning
- Marketing/Pricing
- Record Keeping
- Training
- Advocacy
- Assistance/Incentives from Local Government
- Trends and Forecasting
- Technology
- Best practices

Homemakers

- Information on nutrition
- Budgeting/Money management
- Technology
- Skills
- Health and Social Development Information
- Insurance
- Home Economics
- Human Services Interface
- Parenting Classes and Skills
- Household formation
- Training for geriatric services

People of the Virgin Islands

- Environmental management guidance
- Training
- Continuing Education
- Relevant research
- Timely demographic and other data
- “Think Tank”
- Intellectual stimulation
- Quality of life information
- Solutions to local/global problems

Youth

- Training and mentorship
- Life skills
- Social activities
- Career development
- Leadership skills
- Role modeling
- Information for school project development

Bureau of Economic Research

VITEMA

DPNR

Department of Education

Public Works

Government

Legislature

Department of Health

Bureau of the Census

Department of Labor

Water and Power Authority

SBA

- Statistical Data
- Socioeconomic and Scientific Data
- Training
- Analytical support
- Statistical training/support
- Environmental Research
- Policy review
- Consulting/Expertise
- Leadership development
- Grant Management Training
- Lab analysis
- Intellectual leadership
- Management of the decennial census
- Regional representation
- Collaboration
- Information clearinghouse
- Neutral facilitator

*Community Foundation of the Virgin Islands
NGO*

- Annual demographic data on youth
- General information/data
- Training
- Intellectual leadership
- Information clearinghouse
- Service provider
- Collaboration
- Quality monitoring
- Expertise
- Neutral facilitator

Professional Peers

- Collaboration
- Professional output

Funding Agencies

- Service provider
- Analytical/Data support

University Administration, Departments, Faculty, Staff and Students

- Information and skills resource
- Data collection and analysis
- Mentoring and teaching
- Policy input

- Technical assistance
- Represent the university in community engagement
- Research and publication
- Enhancement of the concept of “University of place”
- Revenue generation
- Facilitating, administering and policing external funding
- Compliance with regulation
- Facilitate involvement of faculty and students in research and public service

Appendix B

Process of Input to RPS Master Plan

This draft RPS Master Plan is the result of the collective effort of numerous individuals and groups. The process included the following:

- Framework developed using information provided by the Office of the President
- Completion of Matrices with unit staff and Advisory Councils
- Facilitated planning/working meetings with RPS Directors
- Town Hall meetings

A series of town meetings were announced through the local media with the aid of UVI's Public Information Office. A press release announcing the meetings was sent to the media. Additionally the announcement appeared on UVI's Announcements page on the internet and it was made along with an (interview) on Date with Ms. Maria Dillard on the Afternoon Mix.

The format for the meetings was very open. The Vice Provost, RPS opened each meeting at precisely 6:30 pm with a brief overview of the University of the Virgin Islands. Greater detail was provided on each unit of RPS and how RPS with the mission of the University and the present activity of developing a master plan for RPS that is congruent with the University's Strategic plan VISION 2012.

A discussion was then encouraged. This discussion varied from meeting to meeting according to the interest of the participants. The meetings were all brought to an end before 8:00 pm with thanks being expressed by the Vice provost for participating in the meeting and for general support of the University. Meeting participants were assured that the information they provided would be considered in the development of the RPS master Plan, in each unit's master plan or both.

The town meeting on St. Croix took place on Wednesday September 12 at the Research and Extension Center. Major points presented were

- The need for UVI to be actively involved in promoting agriculture in the USVI
- UVI should work in close harmony with the local department of agriculture.
- UVI should expand its work with the Farmer's Cooperative
- Agriculture could be promoted to school aged children by
 - Science fairs
 - Student farmer of the month awards
 - Constant involvement in on-farm activities
 - Establishment of partnerships with schools
- All media sources should be used in announcement of UVI activities
 - Emails, print and electronic media, community bulletin boards, direct mailing
- UVI should play a role in promoting ecotourism
- There is a need for more on-farm activity in AES by
 - Field testing and trials
 - Student training through hands-on experiences

- UVI should look at its activities in relation to the Sustainable Farming Act
- Establishment of a media office within RPS
- Greater use of the Farmers' Cooperative for dissemination of information

The St. Thomas meeting took place at the MacLean Marine Science Center on Thursday September 13. Principal points brought out in the discussion were:

- Consideration should be given to UVI activating a radio and/or TV station
- UVI should practice on its campuses what it preaches to the public
- The University should consider the feasibility of establishing an institute (technical college) for training in marine related occupations such as outboard engine repair,
- RPS packaging of its offerings could be improved to get wider public participation/acceptance
- There is a need for training of successors to the extension agents involved in agriculture
- The university should do exploratory investigation in providing agro-business training
- There are funds available from the USDA for distance education that UVI can take better advantage of (discuss with R. Godfrey)

The St. John town meeting was held in the Legislative conference in Cruz Bay on Friday September 14. The participants suggested that:

- UVI increase its presence and visibility in St. John by
 - Establishment of a branch office (for things like registration and other general matters) in Cruz Bay
 - Maintain a bulletin board a video?? or something similar in Cruz bay
 - Develop a relationship with the tourism office for promotion of VIERS and of UVI in general
- UVI should offer "brown-bag" lunch presentation in Cruz Bay
- CES should offer workshops on landscaping for homeowners and developers
- Consider use of the slogan "It's Our University"
- UVI should develop "personal" relationships with the various news reporters on St. John

The news media was present at all sessions and in some contributed to the discussions. News articles were published by the press after all of the sessions. Copies of the articles are attached.

The town meetings were a very useful way of getting public input to the RPS master plan. While the number of participants were not we would have liked they were no less than what was expected for such meetings. The quality of the feedback was more important and we were not at all disappointed.