

Presidential Goals 2009-2010

The following goals have been developed based on my preliminary assessment of institutional challenges and priorities. This assessment was developed through my review of institutional data and surveys, visits to campus, and conversations with Board members, faculty, staff and students. I will continue to assess the University and develop insights about the institution from various sources. This process will enable me to better refine my goals and refocus my efforts if necessary. Some of the goals will become more aggressive in future years as I gather a deeper understanding of the capabilities of the organization.

I look forward to a conversation with the Board about the various items listed below. I am prepared to revise them in ways that are mutually satisfactory and beneficial to us all.

1. Assess top level management (Cabinet & Deans) and make changes where appropriate, and fill existing vacancies with highly qualified and appropriate individuals. I will conduct searches for the following senior level positions this year: Provost, Vice President for Institutional Advancement, Internal Auditor, two Campus Executive Administrators, and the Director of Human Resources. I will also be directly involved in the searches for the Deans of the Divisions of Education and Business.
2. Develop and implement a University - wide management system that will ensure that the institution operates more effectively and efficiently, and that individuals are thoroughly evaluated and held accountable for their actions, decisions and overall performance. (See Attachment #1 which explains this framework and process in more detail.)
3. Ensure that the University is complying with the Board's policies and definition in regards to "enrolled students", and thus reducing the University's accounts receivables. I will also ensure that the operation of the University is aligned with all Board policies.
4. Develop a strategy that will prepare the University to end the "Heightened Cash Monitoring" status and remain free of this designation in the future. (The first part of this goal was achieved within the first month of my Presidency, but the second part is still an important goal for this year.)
5. Create a better atmosphere of openness, trust and transparency between the faculty, administration, students and staff.
6. Develop and implement a strategy that addresses the unique substantive and intangible needs of the St. Croix campus.
7. Develop and implement a new University Budget setting process that is more inclusive and transparent.

8. Develop a systematic strategy and plan to increase the retention and graduation rate of our students. This plan will be implemented in my second year and will become a more measurable indicator of progress in this critical area.
9. Develop a comprehensive partnership plan between the University and K-12 public and private education, which once implemented will have the potential to increase the quality of education in the Territory. The cultivation and development of more male students who are academically prepared to matriculate at UVI will be an important aspect and goals of this endeavor.
10. Develop and implement a fundraising and public relations strategy that will increase private contributions to the University and increase the percentage of Alumni contributors. (In future years I will be in a better position to provide more specific measurable goals in this area.)
11. Make substantial progress toward achieving those measures of accomplishment under VISION 2012 from prior years which are still outstanding. I will also ensure that we make substantial progress toward achieving the measures of accomplishment scheduled for 2010, and create a process for developing additional measures of accomplishment for 2010 and beyond.
12. Reach an agreement with the faculty union (AAUP) in regards to clarifying the unit, and consummating the first collective bargaining contract. A by-product of this goal is the development of a more harmonious relationship between the union and the administration.
13. Develop a strategic facilities plan that prioritizes construction projects and explores possible funding options.
14. Identify policies and practices of the University that are not consistent with the best practices in the academy and propose appropriate changes for the Board's consideration.

(Attachment #1)

**Guide to Developing Strategies that Reflect the Desired
Expectations and Management Values of UVI**

Purpose

The purpose of this document is to provide the University community with a more detailed and written document which captures the seven management values, presented during the University Convocation on Friday, August 14, 2009, which are to guide our efforts to meet the strategic objectives of VISION 2012 and to improve the management and operations of the University.

Scope

The seven Management Values enumerated below is expected to serve as the framework within which we deliver programs and services as well as address challenges and embrace opportunities as we move UVI from a good to a great University.

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| 1. High performance Institution with a focus on quality | 5. Fiscal Responsibility |
| 2. Service Oriented | 6. Performance Assessment |
| 3. Uncompromised Integrity | 7. Emotional and Spiritual Health |
| 4. Informed decision making | |

You are expected to work with your immediate supervisor to develop performance objectives within the framework of the seven management values. To assist everyone in the University community in this effort, each of the management values is further distilled below, with examples of broad performance areas to refine into specific performance objectives.

1. **High performance Institution with a focus on Quality.** (*Time and quality are our greatest assets.*)

Reduce the turn-around time in your area for the completion of normal institutional operations and requests.

Create a system to ensure that materials produced by units within your Component are free of errors, mistakes, and inaccurate or inconsistent information.

Identify an area or situation within your Unit that creates, or has the potential to create, substantial vulnerabilities for the University. Develop a strategy for addressing or correcting the problem.

2. **Service Oriented.** (*Recognize that our ultimate client is the student.*)

Develop a process (e.g. training, incentives, penalty, etc.) that will substantially reduce the number of customer complaints in your Component.

Develop a process that will enhance customer satisfaction with the services or products you produce.

Develop a process that sends a substantial message to customers that they are special.

3. **Uncompromised Integrity.** (*Our individual and collective integrity are never compromised.*)

Provide ethical training to individuals in your units, especially in regards to situations where ethical dilemmas often occur.

Create a system of checks and balances which will allow you to better detect unethical behavior.

4. **Informed decision making.** (*Decisions are made in a thoughtful, reflective, data-informed, and transparent manner.*)

Create a system for including more information or feedback from key individuals in the decision making processes in your units.

Create a process for developing more comprehensive and reliable data in regards to key operations within your units.

Develop a process or matrix for informed decision making in your Component.

5. **Fiscal responsibility.** (*Care in the management and growth of resources.*)

Identify expenditures within your Component that could be reduced without harming the overall quality of the operation.

Identify duplicative services or operations within your units that could be eliminated (maybe because this same service is being provided in another area).

Identify entities or operations within your Component that have the potential for increasing profits or becoming profitable. Develop a strategy for making this occur.

6. **Performance assessment.** (*Individual and Unit performance are regularly evaluated and assessed based on articulated goals and objectives and a system of rewards is established.*)

Develop a comprehensive method for evaluating all individuals within your Component.

Conduct performance assessment for each direct report within your Component.

Develop a process for evaluating each unit or program within your Component, and begin the process of evaluating those units and/or programs.

Identify and implement non-monetary ways that you can reward individuals within your Component for their performance.

Develop a process for linking performance to the management values and VISION 2012.

7. Emotional and spiritual health (*The emotional and spiritual well being of individuals are nurtured.*)

Convene a training or workshop on multiple intelligences as it relates to critical aspects of the work in your Component.

Develop a systematic process that allows you as leader to be more sensitive to the emotional and spiritual needs of those in your Component.

Describe how you plan to better cope with the stress that is inherent to the work you do.