

# Memorandum

To: Planning Committee of the Board of Trustees

From: *UVINext* Task Force

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Re: Continuous Assessment of Administrative Programs

Date: May 10, 2017

The *UVINext* Task Force hereby submits to the Planning Committee of the Board of Trustees the results of its review of fourteen (14) administrative units for consideration and approval. The continuous assessment of all University units was a mandate of the Board of Trustees via a Resolution approved at its June 2016 meeting. This assessment process is now an ongoing aspect of University operations.

The *UVINext* Task Force commenced this first cycle of continuous assessment of units in September 2016 and completed the process in May 2017. With rare exception, the Task Force met on a weekly basis, and during the spring semester it met twice a week. The Task Force met with each of the 14 units from January 2017 to April 2017. [Attachment #1](#) contains a list of the units assessed, and the dates they appeared before the Task Force. In September 2016, each unit was provided an assessment instrument ([Attachment #2](#)) which the respective unit head was required to complete and submit by December 14, 2016. The *UVINext* Task Force conducted an orientation meeting for all units to explain the instrument, clarify how the assessment would be scored, and provide additional information to each of the units.

The assessment instrument covered a variety of topics such as mission, essentiality, annual goals, resources, budget efficiency and opportunities for improvement. The *UVINext* Task Force reviewed each submission individually, and each member scored the submissions independently. Members of the Task Force were required to review all materials submitted by each unit before scoring the unit. Members, whose units were slated for review, were not permitted to score or participate in discussions for that unit. The scores and comments from each *UVINext* Task Force member were compiled, and the units were ranked by their overall score ([Attachment #3](#)). The *UVINext* Task Force met with representatives from each unit to share comments and scores, and receive answers to specific questions. The Task Force then developed recommendations and suggestions for each unit ([Attachment #4](#)). Following the meeting with each unit, the Task Force sent a packet containing the recommendations and suggestions for the unit -- [Attachment #5](#) is a sample letter -- and an assessment form which allowed the unit to assess the *UVINext* process ([Attachment #6](#)).

The completed assessment instrument for each unit and the compiled *UVINext* scores are

available for review if a more in-depth analysis of each unit and the assessment process is required.

The *UVINext* process is an important step to embed continuous assessment into the University's operation. The recommendations that each unit received will enable it to better assess its operations to improve efficiency. The units are also required to provide annual reports to the *UVINext* Task Force so progress towards improvement can be monitored.

The *UVINext* Task Force believes that this approach, which was applauded by the Middle States Commission's Site Visit Team and mentioned in its Report, is critical to the future of UVI. However, the work continues. The Task Force is reviewing and refining the assessment instrument so it can be sent to those units that are scheduled to participate in the *UVINext* process in the next cycle. There are another fourteen (14) units scheduled for the next academic year. All are academic programs, and therefore, the materials and recommendations will go through the ARSA Committee, then to the Board.

The *UVINext* Task Force is confident that this process will allow the Board to fulfill its mandate of quality control, assurance and continuous improvement.

## **Attachment 1**

### **List of Administrative Programs Assessed**

#### **Administrative Programs**

#### **Interview Date**

Access & Enrollment Services (ACES)	March 13, 2017
Center for Community Engagement & Life-Long Learning (CELL)	April 13, 2017
Center for the Study of Spirituality & Professionalism (CSAP)	February 27, 2017
Eastern Caribbean Center (ECC)	April 20, 2017
Experimental Program to Stimulate Competitive Research (EPSCoR)	March 6, 2017
Information & Technology Services (ITS)	April 20, 2017
Institute for Leadership and Organizational Effectiveness (ILOE)	February 27, 2017
Institutional Advancement: Alumni Affairs & Development	April 3, 2017
Public Relations	April 3, 2017
Reichhold Center for the Arts	January 23, 2017
Office of the President	March 6, 2017
Office of Sponsored Programs (OSP)	February 6, 2017
Title III Office	February 6, 2017
Virgin Islands Caribbean Cultural Center (VICCC)	April 10, 2017

## Attachment 2

### Assessment

### Instrument

UVINext Questionnaire: DRAFT 8/11/16, 8/22/16, 8/29/16

1. What is the mission statement of the Unit? What are the annual goals and accomplishments of the unit for the last three years and what is the process that is used to determine the annual goals and report the outcomes?

*These should be linked to the University mission, strategic plan, management values and/or maintenance of effort; and encompass the basic purpose of the Unit and provide a basis for making decisions within the Unit.*

- *Relevant data should be available in the component reports submitted three times per year for the Board of Trustees Meeting.*

*What will UVINext expect:*

*(#1 on rubric) Mission Statement: UVINext will evaluate on a scale from 0-3, if the mission statement, supported by the relevant goals and accomplishments, is providing support for the advancement of the University mission, and at what level.*

*(#3 on rubric) Annual Goals: UVINext will evaluate on a scale from 0-3 that the specific accomplishments and goals of the unit support the strategic plan and are consistent with management values. The Task Force will evaluate the evidence that the unit provides.*

2. Who are your primary (people we serve everyday) and secondary customers (people we serve occasionally)?

*Which University constituency does the unit provide services to? Provide the number of constituents in both categories that are served. What evidence is provided to support that number?*

*(#4 and #5 on rubric) Primary & Secondary Customers: UVINext will rate on a scale from 0-3 the number of customers served on a primary basis and the validity of the way the number of customers is measured. Ratings will be given separately for primary and secondary customers.*

3. How do you determine and track the workload of the Unit?

*This could be in number of transactions; the time it takes to complete tasks; the number of people served or contacted; or another metric. Provide evidence on how the unit gathers this number.*

*(#2 on rubric) Essentiality: UVINext will rate on a scale from 0-3 the quantity of the workload and the quality of the evidence to support the workload. This will help the task force determine the importance of the unit within the University so the unit should present the data in a form to support the strength and validity of the information.*

## Assessment Instrument

4. How is the Unit measuring, over time, the success of the services provided by the unit?  
*List surveys or assessment processes in place for collecting data of satisfaction directly from the customers; include institutional survey data that are used; are there other initiatives, awards or recognitions that inform the Unit on how well it is doing? Each unit is encouraged to meet with Institutional Research to investigate data available to support their unit.*

*(#6 on rubric) Productivity/Efficiency: UVINext will rate on a scale from 0-3, the volume and complexity of the work and whether the unit provides evidence of high productivity.*

5. What else does the UVINext Task Force need to know about how success of the Unit is measured? Please provide comparative data from other institutions or national standards, if they are available to you.

*UVINext will take this information into consideration in establishing the productivity measure for the unit.*

6. Indicate the quantity of resources available to the Unit to achieve the mission and goals outlined in question 1.

*This should include 1) financial: institutional allocations, grant allocations, revenues and/or chargebacks generated by the unit, partnerships with other units; 2) Staffing: organizational chart with job titles of full and part time positions, indicating weekly hours for part time; and 3) space: location of offices and areas used by the unit, including square footage if it is reasonably accessible.*

*(#7 on rubric) Quantity of Resources: UVINext will measure on a scale from 0-3 how resources are being used against a plan of operations. Is it evident that the resources are expended in a thoughtful and coherent way?*

*(#8 on rubric) Management of Resources: UVINext will also measure, on a scale from 0-3, whether evidence is provided that supports effective management of resources by looking at attempts at cost savings, consolidations, revenue generation or other activities. The Task Force will also be reviewing budget vs actual for the past 3 years.*

7. What opportunities do you have to expand Unit services and effectiveness? Unit customer base? Unit revenues? Leverage or merge with other units within the University? Describe why and what advantage might be realized. Describe what the unit is actively doing to identify these opportunities.

*(#9 on rubric) Improvement Opportunities: UVINext will rate on a scale from 0-3, the evidence provided to support the exploration, investigation and development opportunities presented to expand, improve, or increase effectiveness. What are you actively doing.*

## Assessment Instrument

8. What else do you want the UVINext Task Force to know?

*UVINext will use the data provided as further evidence to support any of the above, and/or identify a niche specific quality of the unit.*

9. Are staff evaluations for the Unit complete each year? Are job descriptions up to date?

*(#10 on rubric) UVINext will be looking at evidence of percentage of evaluations completed and logged in HR.*

10. Are conflict of interest forms for the Unit members complete each year?

*(#11 on rubric) UVINext will be looking at evidence of percentage of evaluations completed and logged in HR.*

## Attachment 3

### Administrative Program Rankings

Administrative Program	Overall Ranking	Mission Statement: Centrality to Mission	Essentiality	Annual Goals	Primary Customers	Secondary Customers	Productivity Efficiency	Quantity of Resources Available	Managing Resources	Improvement Opportunities
Information & Technology Services (ITS)	3.51	3.50	3.60	3.83	4.00	3.17	3.83	3.33	3.00	3.33
Office of the President	3.39	3.50	3.67	3.33	3.50	3.17	3.67	3.33	3.00	3.33
Eastern Caribbean Center (ECC)	3.32	3.67	3.20	3.17	3.67	3.33	3.17	3.17	3.50	3.00
Experimental Program to Stimulate Competitive Research (EPSCoR)	3.20	3.67	3.17	3.17	3.33	3.33	3.33	3.20	2.60	3.00
Public Relations	3.10	3.43	3.43	3.14	3.29	3.29	3.29	2.50	2.86	2.71
Institute for Leadership and Organizational Effectiveness (ILOE)	3.10	3.14	2.57	3.43	3.00	2.86	3.00	3.00	3.43	3.43
Title III Office	3.08	3.43	3.57	3.29	3.14	3.00	2.86	2.71	3.14	2.57
Institutional Advancement: Alumni Affairs & Development	2.96	3.29	3.43	2.83	3.17	3.14	2.67	2.43	2.71	3.00
Office of Sponsored Programs (OSP)	2.96	3.50	3.17	2.86	3.57	3.00	3.00	2.57	2.29	2.71
Virgin Islands Caribbean Cultural Center (VICCC)	2.59	3.14	2.17	2.43	2.71	2.43	2.71	2.57	2.57	2.57
Reichhold Center for the Arts	2.57	3.00	2.10	2.30	2.70	2.70	2.90	2.10	2.60	2.70
Center for Community Engagement & Life-Long Learning (CELL)	2.53	2.86	2.86	2.29	2.83	2.43	2.67	2.14	2.29	2.43
Access & Enrollment Services (ACES)	2.18	2.86	2.00	1.67	2.67	2.14	2.00	2.00	2.00	2.29
Center for the Study of Spirituality & Professionalism (CSAP)	2.00	2.29	1.71	2.43	1.71	1.57	2.00	2.14	1.57	2.57

## Attachment 4

### UVINext Unit Recommendations

#### Access and Enrollment Services

##### Unit Specific Comments & Suggestions

**Mission Statement:** The mission statement needs to be more direct and needs a stronger sense of urgency. It should also be better aligned with the University's mission.

**Annual Goals:** There is a long list of services provided, but no actual goals. The document does not address financial aid, although we have since learned that the data was submitted. There needs to be unit goals that are not just a compilation of goals of the three areas.

**Essentiality:** Although we know the essentiality of ACES, the data submitted did not support it. The unit should be able to support the essentiality through evidence provided in the report. Do the unit members know how essential the unit is to University operations?

**Primary & Secondary Customers:** Customers were identified but no counts were presented. How many are being served in each of the categories provided? Is it possible to track numbers served and compare data with other institutions? Are there ways that other institutions track this data?

**Productivity/Efficiency:** There was a lack of quantitative data regarding staffing and other requested areas. Can automation be better utilized to address the application process and stay in touch with students? There may be other resources available to tap students. Data needs to be provided to support the claim of understaffing. This could come from comparable institutions. Additional analysis could have been provided to support the requests.

**Quantity of Resources & Management of Resources:** Overall, the response did not supply enough data for the task force members to understand resources or management.

**Improvement Opportunities:** While Task Force members could think of ideas to improve services, there were none provided within the submittal. A more thoughtful approach to the document was needed to better reflect the work and the needs of the unit.

##### Unit Specific Requirements

1. Expand the language in the current mission statement of Access and Enrollment Services to link, directly and explicitly, to the University's mission and clarify the mission of ACES.
2. Develop an outline or plan to more deliberately show ways in which the ACES groups can work together and leverage resources and activities. The plan should present more cohesiveness towards a shared mission.
3. Develop a narrative, with evidence that supports the work effort and the productivity of the unit. The submitted document did not do justice to the essentiality of the unit or the intended outcomes. Development of this narrative should serve to guide the ACES unit to where it needs to be.



## Attachment 4

### UVINext Unit Recommendations

#### Institutional Advancement: Alumni Affairs and Development

##### Unit Specific Comments & Suggestions

**Mission Statement:** The mission statement is appropriate for the offices of Alumni Affairs and Development.

**Annual Goals:** There was a lot of detail about annual goals, but they were not presented in relation to the mission statement. Goals should provide evidence of achieving the mission. Also, include information about the impact of the goals. We would also like to see the yield rate of dollar spent vs. dollar raised.

**Essentiality:** The Task Force believes there is an opportunity to increase the use of evidence to support essentiality, but overall there were no issues with what was presented.

**Primary & Secondary Customers:** There was a discussion about the need to cultivate more major donors and provide a better understanding of how many donor meetings take place compared to what is being brought in. The decrease in Alumni giving begs the question as to whether a different approach to this giving is warranted, because the current structure is based solely on the efforts of one person. Should there be a bigger and more systematic focus on turning graduates into “givers”?

How is Alumni Affairs and Development building a relationship between current students/parents? What focus is there on enrollees? How is evidence and success of these initiatives captured?

**Productivity/Efficiency:** There was little evidence to support a productivity argument. This goes back to the “yield” question: what does it cost to raise each dollar?

**Quantity of Resources & Management of Resources:** The fund-raising goals are not being achieved. Why is this? Although peer information was provided, there needs to be an analysis of how it impacts or compares to UVI.

**Improvement Opportunities:** More focus would improve the document greatly. Is there a strategy to address staff turnover? Can a dashboard be created to monitor mission achievement? How can more donors be cultivated? Overall, establish consistency between mission, goals, and measurements to support essentiality, productivity, and resource utilization.

##### Unit Specific Requirements

1. Provide clarity in the mission statement to address concerns about current students as customers and cultivation of graduates.
2. Develop a staffing plan to better address alumni giving.

## Attachment 4

### UVINext Unit Recommendations

#### Center for Community Engagement & Life-Long Learning (CELL)

##### Unit Specific Comments & Suggestions

**Mission Statement:** There is a lack of linkage to UVI's mission. CELL's mission should clearly and explicitly link to the mission of the university; for example, incorporate engaging in responsive community service.

**Annual Goals:** No goals were included, just accomplishments.

**Essentiality:** An accomplishment is that, through its offerings, CELL keeps people from going off island for certain training. However, there was a need for more information on revenue, and how it is linked to the mission.

**Primary & Secondary Customers:** Examples were provided but no target group specified. No secondary customer list was provided. Market must be better defined. In the future, more data should be collected and provided. This is important for all units, but especially important for those that are revenue generating.

**Productivity/Efficiency:** The information provided was not enough to properly rate this criteria. There was no analysis of productivity, for example using employees output and revenues generated. There was no synthesis of information provided for the evaluators.

**Quantity of Resources & Management of Resources:** There was not enough information provided to determine whether or not resources are being managed appropriately.

**Improvement Opportunities:** The hiring of a market researcher is a positive suggestion. Other information provided was not specific enough to understand if there is a strategy to improve operation and potential in the future.

##### Unit Specific Requirements

1. Even though CELL provides the Finance and Budget Committee of the Board of Trustees with financial Information on a periodic basis, this does not replace the need for this same information and a more detailed analysis of that information to also be presented to *UVINext*.
2. The mission of CELL should be more explicitly aligned with UVI's mission.
3. There is a need for clearer boundaries and target audiences between CELL and ILOE. The two entities need to collaborate so that there can be better synergy and leveraging, and no overlap. This should be developed in the future.
4. There needs to be more information submitted to *UVINext* to demonstrate self-sufficiency.

## Attachment 4

### UVINext Unit Recommendations

#### Center for the Study of Spirituality and Professionalism (CSAP)

##### Unit Specific Comments & Suggestions

**Mission Statement:** The mission of the Center for the Study of Spirituality and Professionalism is appropriate. The Task Force would like to see a direct link to the University's mission using explicit language.

**Annual Goals:** Goals were listed in the submission, but it was not clear how the goals were essential to the fulfillment of the mission of the unit. The goals provided were those developed at the launch of the Center. Having more clearly defined annual goals will provide a better way of benchmarking the progress of the Center.

**Essentiality:** This is a low score among those submitting. We believe evidence could be captured to better support the essentiality of the Center. This could include connecting the Center to teaching and research activities, especially those surrounding Strategic Plan Goal 2A. Better alignment of the center's role could also come from working with internal partners, like Human Resources, to support the achievement of Management Value Three.

**Primary & Secondary Customers:** The evidence provided did not show a measured engagement of primary customers. Who is the Center reaching? How are they benefitting? This could be done by pre- and post-surveys, or other specific engagement tools.

**Productivity/Efficiency:** The limited evidence provided resulted in the low scores. A focus on how many people are working, what they are doing, and the impact the activities are having could better support this requirement. Each unit should be able to provide evidence of its productivity.

**Quantity of Resources & Management of Resources:** There was little or no information provided to assess these criteria. The requirements asked for very specific data which should have been shared. The work with PULSE could provide the foundation for self-sustainability. This financial plan should be detailed.

**Improvement Opportunities:** CSAP can serve an important role in achieving Goal 2A and Management Value three and seven, as well as wellness activities through Human Resources. Collaborative work with ILOE, HR, CELL could greatly improve the profile of the Center. Integration with teaching and research would also improve this score.

##### Unit Specific Requirements

1. Expand the language in the current mission statement for the Center for the Study of Spirituality and Professionalism to link, directly and explicitly, to the University's mission.
2. Annual goals should be developed that are more specific to work that is to be achieved in each year. These goals should be measurable and evidence should be gathered to show their impact.
3. Develop a clear financial sustainability plan that can be followed to ensure the continuation of the Center.
4. Develop a narrative and plan about how the Center will increase its potential by integrating with teaching, research and other UVI entities.

## Attachment 4

### UVINext Unit Recommendations

#### Eastern Caribbean Center (ECC)

##### Unit Specific Comments & Suggestions

**Mission Statement:** Would like to see more of a link with UVI's mission.

**Annual Goals:** The annual goals of ECC should be more proactive, as they relate to internal and external constituencies. For example, externally, ECC should have a goal to identify the critical areas or agencies where data is not being collected or analyzed on an annual basis. The goal should require ECC to advocate to become the source for the collection and analysis of that data with the various agencies. Internally, ECC should help set the administrative research agenda for the University, by proposing areas of institutional research, developing surveys, collecting and analyzing data and producing reports.

The Goals need to be created and changed on an annual basis.

The goals are clear, but are not linked to a business development plan and do not address revenue generation or seeking funds for sustainability and new projects, especially in regards to the Data Conservation project.

**Essentiality:** The program description appears to be more supportive of external entities as opposed to entities internal to UVI. The evidence presented regarding achieving the mission was relevant. It would have been helpful to know if these activities are annual activities, or on an as needed basis.

Mission was originally established for external entities. In order to remain essential, ECC may want to consider going outside the territory. This would also relate to opportunities.

**Primary & Secondary Customers:** Each project that the ECC does is quite involved. ECC is extremely responsive to the needs of various entities in the community. With the expertise to collect and analyze data, the ECC may be able to have a larger impact on university decisions, not solely at the President's and Provost's levels, but also at other unit levels. If there is capacity, the ECC can provide more assistance to others in the UVI community. There needs to be a better understanding by more in the UVI community of what the ECC does with more attention given to sharing data and reports with greater UVI community.

**Productivity/Efficiency:** There was not a lot of evidence/feedback collected from customers/clients. There is also not a lot of evidence provided to demonstrate that the workload is appropriate for the existing staff.

**Quantity of Resources & Management of Resources:** Only revenues were noted; no expenditures were included so it was not possible to determine the unit's financial performance or fiscally sustainability. The unit (in 2014 and 2015) was successful in garnering grants and contracts. 2016 did not appear to be as successful. *UVINext* would like to see more comparative data in regards to resources and the management of resources.

A decision needs to be made to address funding and to come up with a plan for sustainability. The University cannot afford to fund CDC.

**Improvement Opportunities:** There may be some value in working with a Dean to share a faculty position that could benefit ECC as well as the Academic Unit. With shared resources, there may be an opportunity to combine funding in order to offer a competitive salary. Seems that the ECC can be leveraged to raise more revenues perhaps a development plan needs to be put in place. How can the ECC be a more pronounced unit of UVI?

Mission was originally established for external entities and the ECC may want to consider going outside of Territory and extend an outreach to the broader Eastern Caribbean.

## **Attachment 4**

### ***UVINext* Unit Recommendations**

#### **Unit Specific Requirements**

1. Expand the wording in the current Eastern Caribbean Center mission language to link, directly and explicitly, to the University's mission.
2. Investigate a mechanism to work with Deans to share a faculty position that could benefit ECC and the University.
3. Create a business development plan to address to address revenue generation and sustainability, especially of CDC.

## Attachment 4

### UVINext Unit Recommendations

#### Experimental Program to Stimulate Competitive Research (EPSCoR)

##### Unit Specific Comments & Suggestions

**Mission Statement:** The mission of EPSCoR is highly consistent with the “innovative research” tenet of the UVI mission. There was a question about the role and measurement of economic development as part of the EPSCoR mission. To score a 4.0 in this area, we would like to see the links in mission articulated.

**Annual Goals:** The goals were clear and relevant. Please explore how the goals can be explicitly tied to goals within Pathways to Greatness, including ties that can be made to Goal 2A.

**Essentiality:** While there is no doubt of the contributions that EPSCoR makes to the University, a better understanding of the essentiality could be achieved through improving the documentation. This would include expanding the economic development and research language in a different way.

**Primary & Secondary Customers:** We understand the limitations about the scope of the grant and how it impacts the customer base, however, students are mentioned as customers in the mission of the unit, but not commented on in the customer section. To provide better understanding of this aspect, EPSCoR should provide clarity around students, and make sure that the definition and count of customers is consistent with the mission, especially when it is expanded to address the University mission.

**Productivity/Efficiency:** We believe there is an opportunity to reveal more data about EPSCoR. A report was referred to but it is not shared. One area that can be further explored is a discussion about the grant opportunities that are available (and we have received) because we are an EPSCoR jurisdiction. This data would add to the narrative and likely lead to better understanding of the productivity by the UVINext Task Force. This is an opportunity to discuss the link to the University and the assistance that EPSCoR provides in helping us achieve the mission.

**Quantity of Resources & Management of Resources:** In order to improve UVINext's understanding of the management of resources, the submission needed to have included more detail. The HR organizational chart should have been included; there was very little detail on budget; and there was little evidence of management. We believe these things are being done, and probably very well, but the data were not presented for review.

**Improvement Opportunities:** There is an opportunity to improve the integration of EPSCoR with both student and faculty constituents. Making this a priority, within the confines of the grant, could continue to add value to the University. This will mean addressing the “capacity” issues referred to in the submittal and clarifying the role of students within the grant. Also, expand discussion about grant opportunities and their impacts on UVI.

##### Unit Specific Requirements

1. Expand the language in the current mission of EPSCoR to link, directly and explicitly, to the University's mission.
2. Develop a plan to more deliberately impact students and faculty at UVI, and include the collection and report out of data to support this impact.
3. Develop a narrative, with evidence, about how being an EPSCoR jurisdiction has positively impacted the University and the Territory.

## Attachment 4

### UVINext Unit Recommendations

#### Institute for Leadership and Organizational Effectiveness (ILOE)

##### Unit Specific Comments & Suggestions

**Mission Statement:** The mission of the Institute for Leadership and Organizational Effectiveness is good, but could be more explicitly linked to the University's mission.

**Annual Goals:** The goals were clear and relevant. This area could be improved by making sure that the goals are measurable and are measured.

**Essentiality:** While there is no doubt of the contributions the Institute for Leadership and Organizational Effectiveness makes to the University, a higher score on this criterion could be achieved by providing more data about what ILOE does to support the University's strategic goals. The achievements of ILOE could show evidence of direct support of the mission.

**Primary & Secondary Customers:** The Task Force needed clearer data regarding the primary customers, and noted inconsistencies in secondary UVI and student customers. Resolving these inconsistencies between the mission and the reporting would increase *UVINext* understanding of ILOE's success with meeting this criterion.

**Productivity/Efficiency:** The business mentality and revenues reported are impressive for the unit. There was not a lot of data about how the work of the unit is allocated. More data should have been provided about how the customers assess courses and activities. This data should then be used to support improvement.

**Quantity of Resources & Management of Resources:** The self-sustaining nature of the unit supports both resources and their management. *UVINext* could better review this criterion if more data were available or presented.

**Improvement Opportunities:** There are many strengths in the ILOE program. The Task Force recommends more purposeful coordination with other units, including clear demarcations with UVICELL. Presentation of how ILOE works with other units, and associated expenses, would strengthen the *UVINext* rating of this criteria.

##### Unit Specific Requirements

1. Expand the language in the current mission of the Institute for Leadership and Organizational Effectiveness to link, directly and explicitly, to the University's mission.
2. Develop a plan to more deliberately work with other UVI entities, including clarifying how ILOE interacts or works alongside other entities.
3. Develop a narrative, with evidence, about how the Institute for Leadership and Organizational Effectiveness fulfills components of the University's mission and strategic goals.

## Attachment 4

### UVINext Unit Recommendations

#### Information and Technology Services (ITS)

##### Unit Specific Comments & Suggestions

**Mission Statement:** A good mission statement, though there should be some outcomes linked to the mission of this institution (i.e., support innovative teaching, etc.).

**Annual Goals:** The goals are appropriate and in line with university strategic initiatives. There should also be some effort to do more than collect data, but also come up with a plan for the dissemination of the data on an annual basis which would include creating annual goals on the dissemination of the data that ITS has and will collect in the future. This would first involve identifying appropriate units for dissemination. ITS is a model in this area and has been so for years. The streamlining of unit goals in recent years hopefully allows the unit to provide more focus.

**Essentiality:** Impressive evidence of essentiality was submitted.

**Primary & Secondary Customers:** Impressive evidence of the primary customers was submitted. In regards to secondary customers, is the \$30.00 yearly fee that the library charges the Virgin Islands Community appropriate in comparison to what students pay? How do you monitor these users and how is it controlled? Do these users have access to the computer labs? Do you collaborate with Security, so that people are just not hanging out to use the internet?

**Productivity/Efficiency:** The unit has been creative in utilizing innovative ways to be even more productive through grants and other business ventures. There are lessons that can be learned from IT regarding tracking workload, etc. Impressive evidence.

Has there been any collective input, decision making or solutions for software that is no longer supported (i.e. Query software for reporting) and the closing of the print shop? These may not impact ITS directly, but impact other units.

**Quantity of Resources & Management of Resources:** Though the budget was presented, it is not clear how ITS manages costs or savings.

**Improvement Opportunities:** Even though the resources are not readily available, it would be good to have a "future vision" of where ITS would like to see the University, from a library and technology perspective, evolve into. ITS has been successful in utilizing external funding to support its work. There is evidence that this will continue in the future; clear efforts undertaken.

There will have to be a plan for sustainability outside of Title III funding.

ITS needs to have more external input in decision making. There needs to be a more formal group that includes students and faculty to be involved in long term planning. There is an Academic Technology & Library Committee, but have they been meeting on a regular basis?

##### Unit Specific Requirements

1. Expand the wording in the current Information and Technology Services mission to link, directly and explicitly, to the University's mission.
2. As the research agenda unfolds across the campuses, it would be desirable that ITS should plan for the increasing need by faculty and PhD students for quantitative and qualitative software to support growth in these expanding academic research areas. This may be addressed in one or more annual goals.
3. Develop a plan to solicit input and guidance from faculty regarding instructional technology.



## Attachment 4

### UVINext Unit Recommendations

#### Office of the President

##### Unit Specific Comments & Suggestions

**Mission Statement:** The Office of the President mission is long, but hits very critical tenets of shared governance and strategic planning. But these critical mission items aren't addressed in the document. To provide better clarity to *UVINext*, the mission should be aligned with the goals and activities reported.

**Annual Goals:** There were many goals listed. There could be more focus on the goals of the Office, versus individual goals. Be sure to provide the impact of the goals, not just the statement that they are complete.

**Essentiality:** There is no question of the essentiality of the Office of the President. The only suggestion is to better align the mission and goals of the Office of the President with that of the University mission, and with the goals and activities of the office.

**Primary & Secondary Customers:** There should be attention given to measuring the number of customers served in each of the categories, and collecting and providing customer service response data.

**Productivity/Efficiency:** The amount of indirect data provided, while impressive, could be focused on the more important aspects of the Office. The data on emails and meetings and website traffic did not address the core business of the Office of the President.

**Quantity of Resources & Management of Resources:** Data provided were substantial. However, the Task Force was looking for information about priorities and how they were determined. It was not clear how recognitions in the document were linked to work efforts and goals.

**Improvement Opportunities:** Areas of improvement are clearly outlined. Some effort should be made to capture the impacts of the improvements. The group of "to-dos" are in line with what *UVINext* requires.

##### Unit Specific Requirements

1. Create goals for the Office of the President that align with the mission statement to demonstrate the work that the Office of the President is doing.

## Attachment 4

### UVINext Unit Recommendations

#### Office of Sponsored Programs (OSP)

##### Unit Specific Comments & Suggestions

**Mission Statement:** Mission is clear.

**Annual Goals:** Annual goals were not presented. These could include number of grants pursued or impact on students and faculty. These should be created each year, and clearly linked with the goals of the Strategic Plan, as well as other unit goals.

**Essentiality:** The score could be improved by providing additional information about grants processed.

**Primary & Secondary Customers:** There was a mention of the logbooks, but no data presented. There was a discussion about a customer service survey, but no evidence that they were completed, or what the results were.

**Productivity/Efficiency:** There is little evidence to support the productivity of the unit within the submission. There are many activities of the office that were not addressed – Fulbright, IRB, IACUC, etc.

**Quantity of Resources & Management of Resources:** Many requests from the *UVINext* questionnaire were not addressed. Budget, staffing, and space were all left out. Unit should also include comparative data from other institutions.

**Improvement Opportunities:** There is an opportunity for the unit to provide information or strategies about how to achieve some of its improvements without the BRAD funding. What things identified within that proposal could be undertaken by the office with existing funding?

##### Unit Specific Requirements

1. Develop a plan to address the creation of annual goals that would improve the operation of the unit and measurements that would support the success of the unit.

## Attachment 4

### UVINext Unit Recommendations

#### Public Relations Office

##### Unit Specific Comments & Suggestions

**Mission Statement:** Mission is appropriate, but a little long. We believe there should be specific language about supporting University enrollment. Some changes to the mission may be needed so that goals can be measurable.

**Annual Goals:** PRO should exploit the information in the Branding Study to develop goals to address those findings. This is a prime and existing source of assessment data to support the work of the unit. Annual goals should integrate with University's strategic goal and be reflective of how it helps achieve the university mission.

**Essentiality:** PRO is essential to the story. The unit should demonstrate how it enhances enrollment efforts to ensure growth. There needs to be a solid link between its mission and goals and the demonstration of essentiality. Data was provided but not synthesized to tell the readers why it was included or what PRO learned from the data.

**Primary & Secondary Customers:** Seems to be a mismatch between the mission and the customers. Customer service surveys should be implemented. Prospective students should be a primary customer and there should be linkages with Admissions. This was a recommendation for Admissions as well.

**Productivity/Efficiency:** There needs to be a clearer link between the work effort and outcomes. This supports how essential the unit is and it demonstrates what could be done with additional resources. Staffing issues are acknowledged. There needs to be more synthesis of the data/graphs provided.

**Quantity of Resources & Management of Resources:** Because of low staffing, it is difficult to provide feedback. The approach of the website committee was successful (in training website contributors from various entities). Perhaps a public relations committee could be utilized to expand the reach and impact of the office.

**Improvement Opportunities:** Staffing is an issue and is recognized as a constraint. However, each unit is responsible for allocating resources to implement assessment and continuous improvement activities.

##### Unit Specific Requirements

1. Expand the language in the current mission of the Public Relations Office to include enrollment growth. Other changes may be required to clarify the activities of the unit.
2. Develop a plan to explore the use of a committee or other mechanism to expand the reach of the office despite the current staffing constraints.

## Attachment 4

### UVINext Unit Recommendations

#### Reichhold Center for the Arts

##### Unit Specific Comments & Suggestions

**Mission Statement:** The mission needs more clarity and alignment with the mission of the University. The goal should be to capture new demographics and a strategy to increase revenues.

**Annual Goals:** Goals are very general and should be developed on an annual basis to demonstrate more precise accomplishments in line with the revised mission. The goals should also be more measurable.

**Essentiality:** There needs to be more evidence provided about working towards self-sufficiency. This could be based on a model from another entity, but changes could better align the unit with public needs and which may increase revenues.

**Primary & Secondary Customers:** Clarifying the customers, per revenue opportunities could positively impact cash flow. While this may be a change from the original charter, its exploration is necessary to sustain the facility.

**Productivity/Efficiency:** Along with the mission statement, the business model needs to be re-evaluated to support sustainability. How can the public be involved in these decisions?

**Quantity of Resources & Management of Resources:** : The task force members noted the amazing job that the Center is doing with such a small staff, but they also encourage creativity to expand rentals, improve attendance and make choices about which performances best support the self-sufficiency of the Center.

**Improvement Opportunities:** The submittal recognized opportunities for improvement and we encourage the Center to engage in changes necessary to ensure the longevity of this type of cultural performances in the Territory.

##### Unit Specific Requirements

1. Expand the language in the current mission of the Reichhold Center for the Arts to link, directly and explicitly, to the University's mission and clarify the role of the Center.
2. Develop a plan to more deliberately increase revenues, even if programmatic shifts are required. A request to the RCA Board for more funds should be explored.
3. Develop a narrative, with evidence, about how the Reichhold Center for the Arts needs to modify its vision to ensure its future to support the revenue plan above.

## Attachment 4

### UVINext Unit Recommendations

#### Title III Office

##### Unit Specific Comments & Suggestions

**Mission Statement:** Mission was clearly stated.

**Annual Goals:** The goals were clear and relevant. Improvement could be demonstrated through goals tied to a customer service survey.

**Essentiality:** Essentiality was clearly supported.

**Primary & Secondary Customers:** The unit conveyed a large number of secondary customers based on the definition provided. However, these customers have little or no contact with the unit itself. Despite the definition provided, secondary customers should be reviewed and may be limited to those that do have contact with the unit.

**Productivity/Efficiency:** We would like to see data from the annual evaluation, including evidence on the data as used for the office to improve.

**Quantity of Resources & Management of Resources:** While the success of the unit is obvious, there is an opportunity, through assessment data, to demonstrate continuous improvement.

**Improvement Opportunities:** Surveys or evidence to support the service satisfaction with the primary customers would likely improve the criteria scores.

##### Unit Specific Requirements

1. Implement a program to determine the needs of primary customers and measure how the unit is meeting those needs. These needs can dictate goals for the unit to meet the needs.

## Attachment 4

### UVINext Unit Recommendations

#### Virgin Islands Caribbean Cultural Center (VICCC)

##### Unit Specific Comments & Suggestions

**Mission Statement:** The Mission of VICCC needs to be clearer and better linked to research, teaching and service for more explicit connection with the mission of UVI.

**Annual Goals:** *There is a need to have clearer goals that delineate how VICCC can have an impact on the University and the community. The goals must be measurable and impactful and linked to wider UVI goals.*

*There is a need to indicate what has been transformed in regards to teaching, research and community outreach because of the work of VICCC.*

**Essentiality:** *This was not demonstrated. VICCC should work to more closely align its work with that of the work, needs and research of faculty. It should also explore closer link with libraries and other appropriate partners.*

**Primary & Secondary Customers:** In an effort to reach more students and have more visible, integrated and lasting impact, VICCC should view faculty as a primary customer. More involvement with faculty is a critical piece of impacting more students and being seen as a resource.

**Productivity/Efficiency:** *In order to better measure this criteria, the following would have been helpful:*

- *Need to list the number (and possible types) of symposia, the attendance and participation levels.*
- *Need to secure the Dean's involvement in giving direction and getting faculty involved*
- *Need to situate VICCC so that it can be seen as a resource to courses, and in particular to those in the Caribbean Studies Minor*
- *Need more compilation of and analysis of feedback from those with whom VICCC interacts*
- *Need some analysis of the impact of the activities, and how they tie in to the goals of VICCC and the strategic goals of the institution.*

**Quantity of Resources & Management of Resources:** Need more evidence of how the Center is funded and how the funding will be used. A budget would also have been informative. Need to provide revenue generating strategies such as grants, workshops, summer and special programs, etc.

**Improvement Opportunities:** Unit needs to provide opportunities that can be pursued/explored in order to help generate revenue.

##### Unit Specific Requirements

1. Expand the language in the current Virgin Islands Caribbean Cultural Center mission to link, directly and explicitly, to the University's mission.
2. Annual goals should be developed that are more specific to objectives achieved in each year. These goals should be measurable and evidence should be gathered to show their impact.
3. Develop a plan to more deliberately impact students and faculty at UVI that includes the collection and report out of supporting data, and also includes more involvement with the Dean of CLASS, and subsequently other Deans as appropriate
4. Integrate VICCC into existing courses, such as SSC 100, HIS 342, CAR 465 and Senior Seminar, through work with faculty.
5. Create a list of resources or a bibliography that serves as a basis for the Center. These could be integrated with the University libraries or at the public libraries. VICCC could also serve as a clearinghouse for the Territory.

## Attachment 4

### UVINext Unit Recommendations

#### Requirements from all UVI units

1. Each unit should complete the *UVINext* Assessment form in their packet and develop strategies to disseminate *UVINext* information and process throughout your unit.
2. By May 1, 2017, each unit should submit an acknowledgement letter responding to their unit specific recommendations and the material in their packet. This should include as much information as possible, in the timeframe provided, on what steps will be taken to adhere to the *UVINext* recommendations, and the associated timeline. Both the completed assessment form and the acknowledgement letter should also be submitted to the *UVINext* Task Force, via Tina Koopmans.
3. By August 1, 2017, meet with institutional research, if needed, to create a specific data set, with benchmarks, for the unit to monitor its success. A model of the *UVINext* assessment process should be built for your unit, based on the *UVINext* graphic included. The Office of Institutional Assessment will assist with this task. In this grant environment, the data points may already exist, and they simply need to be reported. The graphics and the data set should be on file in Institutional Assessment by the deadline.
4. Update (or implement) the unit's service charter and implement (or have a timeline to implement) a survey, approved by Institutional Assessment, to identify customer satisfaction by January 15, 2018. The survey should be based on elements in the unit service charter. The survey could be in conjunction with other units, or the unit could use a University-wide instrument, in consultation with Institutional Assessment. Service Charters should be put on file in Institutional Assessment by the deadline.
5. Develop an annual report for the unit by June 1, 2018 that includes:
  - a. Annual goals and their results. This indicates that annual goals should be established by September of the year, so they can be accomplished.
  - b. How the goal results will be implemented and incorporated into the unit in the next set of annual goals.
  - c. Changes in the benchmarks for the data set, and how the annual goals impacted them.
  - d. Progress on the *UVINext* unit specific requirements listed above.
  - e. Attach relevant unit planning documents or policy documents that are necessary to update the middle states documentation roadmap.

If applicable, due dates can be shifted to coincide with the grant schedule. This also may be work that is already completed during the component report process to provide data for the President's report at the Board Meetings. Timeline should be negotiated to consolidate reporting.

**Assistance:** The Office of Institutional Assessment is available to answer any questions or concerns that you have. The goal is to integrate the assessment work with the current workload of your unit. If you have ideas that will allow you to achieve the recommendations in a different way, please let us know. Our purpose is to capture evidence, not to increase workload. Please contact Tina Koopmans for clarification.

## Attachment 4

### UVINext Unit Recommendations

#### Center for Community Engagement & Life-Long Learning (CELL)

##### Unit Specific Comments & Suggestions

**Mission Statement:** There is a lack of linkage to UVI's mission. CELL's mission should clearly and explicitly link to the mission of the university; for example, incorporate engaging in responsive community service.

**Annual Goals:** No goals were included, just accomplishments.

**Essentiality:** An accomplishment is that, through its offerings, CELL keeps people from going off island for certain training. However, there was a need for more information on revenue, and how it is linked to the mission.

**Primary & Secondary Customers:** Examples were provided but no target group specified. No secondary customer list was provided. Market must be better defined. In the future, more data should be collected and provided. This is important for all units, but especially important for those that are revenue generating.

**Productivity/Efficiency:** The information provided was not enough to properly rate this criteria. There was no analysis of productivity, for example using employees output and revenues generated. There was no synthesis of information provided for the evaluators.

**Quantity of Resources & Management of Resources:** There was not enough information provided to determine whether or not resources are being managed appropriately.

**Improvement Opportunities:** The hiring of a market researcher is a positive suggestion. Other information provided was not specific enough to understand if there is a strategy to improve operation and potential in the future.

##### Unit Specific Requirements

1. Even though CELL provides the Finance and Budget Committee of the Board of Trustees with financial Information on a periodic basis, this does not replace the need for this same information and a more detailed analysis of that information to also be presented to *UVINext*.
2. The mission of CELL should be more explicitly aligned with UVI's mission.
3. There is a need for clearer boundaries and target audiences between CELL and ILOE. The two entities need to collaborate so that there can be better synergy and leveraging, and no overlap. This should be developed in the future.
4. There needs to be more information submitted to *UVINext* to demonstrate self-sufficiency.



## Attachment 4

### UVINext Unit Recommendations

#### Center for the Study of Spirituality and Professionalism (CSAP)

##### Unit Specific Comments & Suggestions

**Mission Statement:** The mission of the Center for the Study of Spirituality and Professionalism is appropriate. The Task Force would like to see a direct link to the University's mission using explicit language.

**Annual Goals:** Goals were listed in the submission, but it was not clear how the goals were essential to the fulfillment of the mission of the unit. The goals provided were those developed at the launch of the Center. Having more clearly defined annual goals will provide a better way of benchmarking the progress of the Center.

**Essentiality:** This is a low score among those submitting. We believe evidence could be captured to better support the essentiality of the Center. This could include connecting the Center to teaching and research activities, especially those surrounding Strategic Plan Goal 2A. Better alignment of the center's role could also come from working with internal partners, like Human Resources, to support the achievement of Management Value Three.

**Primary & Secondary Customers:** The evidence provided did not show a measured engagement of primary customers. Who is the Center reaching? How are they benefitting? This could be done by pre- and post-surveys, or other specific engagement tools.

**Productivity/Efficiency:** The limited evidence provided resulted in the low scores. A focus on how many people are working, what they are doing, and the impact the activities are having could better support this requirement. Each unit should be able to provide evidence of its productivity.

**Quantity of Resources & Management of Resources:** There was little or no information provided to assess these criteria. The requirements asked for very specific data which should have been shared. The work with PULSE could provide the foundation for self-sustainability. This financial plan should be detailed.

**Improvement Opportunities:** CSAP can serve an important role in achieving Goal 2A and Management Value three and seven, as well as wellness activities through Human Resources. Collaborative work with ILOE, HR, CELL could greatly improve the profile of the Center. Integration with teaching and research would also improve this score.

##### Unit Specific Requirements

1. Expand the language in the current mission statement for the Center for the Study of Spirituality and Professionalism to link, directly and explicitly, to the University's mission.
2. Annual goals should be developed that are more specific to work that is to be achieved in each year. These goals should be measurable and evidence should be gathered to show their impact.
3. Develop a clear financial sustainability plan that can be followed to ensure the continuation of the Center.
4. Develop a narrative and plan about how the Center will increase its potential by integrating with teaching, research and other UVI entities.

## Attachment 4

### UVINext Unit Recommendations

#### Eastern Caribbean Center (ECC)

##### Unit Specific Comments & Suggestions

**Mission Statement:** Would like to see more of a link with UVI's mission.

**Annual Goals:** The annual goals of ECC should be more proactive, as they relate to internal and external constituencies. For example, externally, ECC should have a goal to identify the critical areas or agencies where data is not being collected or analyzed on an annual basis. The goal should require ECC to advocate to become the source for the collection and analysis of that data with the various agencies. Internally, ECC should help set the administrative research agenda for the University, by proposing areas of institutional research, developing surveys, collecting and analyzing data and producing reports.

The Goals need to be created and changed on an annual basis.

The goals are clear, but are not linked to a business development plan and do not address revenue generation or seeking funds for sustainability and new projects, especially in regards to the Data Conservation project.

**Essentiality:** The program description appears to be more supportive of external entities as opposed to entities internal to UVI. The evidence presented regarding achieving the mission was relevant. It would have been helpful to know if these activities are annual activities, or on an as needed basis.

Mission was originally established for external entities. In order to remain essential, ECC may want to consider going outside the territory. This would also relate to opportunities.

**Primary & Secondary Customers:** Each project that the ECC does is quite involved. ECC is extremely responsive to the needs of various entities in the community. With the expertise to collect and analyze data, the ECC may be able to have a larger impact on university decisions, not solely at the President's and Provost's levels, but also at other unit levels. If there is capacity, the ECC can provide more assistance to others in the UVI community. There needs to be a better understanding by more in the UVI community of what the ECC does with more attention given to sharing data and reports with greater UVI community.

**Productivity/Efficiency:** There was not a lot of evidence/feedback collected from customers/clients. There is also not a lot of evidence provided to demonstrate that the workload is appropriate for the existing staff.

**Quantity of Resources & Management of Resources:** Only revenues were noted; no expenditures were included so it was not possible to determine the unit's financial performance or fiscally sustainability. The unit (in 2014 and 2015) was successful in garnering grants and contracts. 2016 did not appear to be as successful. *UVINext* would like to see more comparative data in regards to resources and the management of resources.

A decision needs to be made to address funding and to come up with a plan for sustainability. The University cannot afford to fund CDC.

**Improvement Opportunities:** There may be some value in working with a Dean to share a faculty position that could benefit ECC as well as the Academic Unit. With shared resources, there may be an opportunity to combine funding in order to offer a competitive salary. Seems that the ECC can be leveraged to raise more revenues perhaps a development plan needs to be put in place. How can the ECC be a more pronounced unit of UVI?

Mission was originally established for external entities and the ECC may want to consider going outside of Territory and extend an outreach to the broader Eastern Caribbean.

## **Attachment 4**

### ***UVINext* Unit Recommendations**

#### **Unit Specific Requirements**

1. Expand the wording in the current Eastern Caribbean Center mission language to link, directly and explicitly, to the University's mission.
2. Investigate a mechanism to work with Deans to share a faculty position that could benefit ECC and the University.
3. Create a business development plan to address revenue generation and sustainability, especially of CDC.

## Attachment 4

### UVINext Unit Recommendations

#### Experimental Program to Stimulate Competitive Research (EPSCoR)

##### Unit Specific Comments & Suggestions

**Mission Statement:** The mission of EPSCoR is highly consistent with the “innovative research” tenet of the UVI mission. There was a question about the role and measurement of economic development as part of the EPSCoR mission. To score a 4.0 in this area, we would like to see the links in mission articulated.

**Annual Goals:** The goals were clear and relevant. Please explore how the goals can be explicitly tied to goals within Pathways to Greatness, including ties that can be made to Goal 2A.

**Essentiality:** While there is no doubt of the contributions that EPSCoR makes to the University, a better understanding of the essentiality could be achieved through improving the documentation. This would include expanding the economic development and research language in a different way.

**Primary & Secondary Customers:** We understand the limitations about the scope of the grant and how it impacts the customer base, however, students are mentioned as customers in the mission of the unit, but not commented on in the customer section. To provide better understanding of this aspect, EPSCoR should provide clarity around students, and make sure that the definition and count of customers is consistent with the mission, especially when it is expanded to address the University mission.

**Productivity/Efficiency:** We believe there is an opportunity to reveal more data about EPSCoR. A report was referred to but it is not shared. One area that can be further explored is a discussion about the grant opportunities that are available (and we have received) because we are an EPSCoR jurisdiction. This data would add to the narrative and likely lead to better understanding of the productivity by the UVINext Task Force. This is an opportunity to discuss the link to the University and the assistance that EPSCoR provides in helping us achieve the mission.

**Quantity of Resources & Management of Resources:** In order to improve UVINext's understanding of the management of resources, the submission needed to have included more detail. The HR organizational chart should have been included; there was very little detail on budget; and there was little evidence of management. We believe these things are being done, and probably very well, but the data were not presented for review.

**Improvement Opportunities:** There is an opportunity to improve the integration of EPSCoR with both student and faculty constituents. Making this a priority, within the confines of the grant, could continue to add value to the University. This will mean addressing the “capacity” issues referred to in the submittal and clarifying the role of students within the grant. Also, expand discussion about grant opportunities and their impacts on UVI.

##### Unit Specific Requirements

1. Expand the language in the current mission of EPSCoR to link, directly and explicitly, to the University's mission.
2. Develop a plan to more deliberately impact students and faculty at UVI, and include the collection and report out of data to support this impact.
3. Develop a narrative, with evidence, about how being an EPSCoR jurisdiction has positively impacted the University and the Territory.

## Attachment 4

### UVINext Unit Recommendations

#### Institute for Leadership and Organizational Effectiveness (ILOE)

##### Unit Specific Comments & Suggestions

**Mission Statement:** The mission of the Institute for Leadership and Organizational Effectiveness is good, but could be more explicitly linked to the University's mission.

**Annual Goals:** The goals were clear and relevant. This area could be improved by making sure that the goals are measurable and are measured.

**Essentiality:** While there is no doubt of the contributions the Institute for Leadership and Organizational Effectiveness makes to the University, a higher score on this criterion could be achieved by providing more data about what ILOE does to support the University's strategic goals. The achievements of ILOE could show evidence of direct support of the mission.

**Primary & Secondary Customers:** The Task Force needed clearer data regarding the primary customers, and noted inconsistencies in secondary UVI and student customers. Resolving these inconsistencies between the mission and the reporting would increase *UVINext* understanding of ILOE's success with meeting this criterion.

**Productivity/Efficiency:** The business mentality and revenues reported are impressive for the unit. There was not a lot of data about how the work of the unit is allocated. More data should have been provided about how the customers assess courses and activities. This data should then be used to support improvement.

**Quantity of Resources & Management of Resources:** The self-sustaining nature of the unit supports both resources and their management. *UVINext* could better review this criterion if more data were available or presented.

**Improvement Opportunities:** There are many strengths in the ILOE program. The Task Force recommends more purposeful coordination with other units, including clear demarcations with UVICELL. Presentation of how ILOE works with other units, and associated expenses, would strengthen the *UVINext* rating of this criteria.

##### Unit Specific Requirements

1. Expand the language in the current mission of the Institute for Leadership and Organizational Effectiveness to link, directly and explicitly, to the University's mission.
2. Develop a plan to more deliberately work with other UVI entities, including clarifying how ILOE interacts or works alongside other entities.
3. Develop a narrative, with evidence, about how the Institute for Leadership and Organizational Effectiveness fulfills components of the University's mission and strategic goals.

## Attachment 4

### UVINext Unit Recommendations

#### Information and Technology Services (ITS)

##### Unit Specific Comments & Suggestions

**Mission Statement:** A good mission statement, though there should be some outcomes linked to the mission of this institution (i.e., support innovative teaching, etc.).

**Annual Goals:** The goals are appropriate and in line with university strategic initiatives. There should also be some effort to do more than collect data, but also come up with a plan for the dissemination of the data on an annual basis which would include creating annual goals on the dissemination of the data that ITS has and will collect in the future. This would first involve identifying appropriate units for dissemination. ITS is a model in this area and has been so for years. The streamlining of unit goals in recent years hopefully allows the unit to provide more focus.

**Essentiality:** Impressive evidence of essentiality was submitted.

**Primary & Secondary Customers:** Impressive evidence of the primary customers was submitted. In regards to secondary customers, is the \$30.00 yearly fee that the library charges the Virgin Islands Community appropriate in comparison to what students pay? How do you monitor these users and how is it controlled? Do these users have access to the computer labs? Do you collaborate with Security, so that people are just not hanging out to use the internet?

**Productivity/Efficiency:** The unit has been creative in utilizing innovative ways to be even more productive through grants and other business ventures. There are lessons that can be learned from IT regarding tracking workload, etc. Impressive evidence.

Has there been any collective input, decision making or solutions for software that is no longer supported (i.e. Query software for reporting) and the closing of the print shop? These may not impact ITS directly, but impact other units.

**Quantity of Resources & Management of Resources:** Though the budget was presented, it is not clear how ITS manages costs or savings.

**Improvement Opportunities:** Even though the resources are not readily available, it would be good to have a "future vision" of where ITS would like to see the University, from a library and technology perspective, evolve into. ITS has been successful in utilizing external funding to support its work. There is evidence that this will continue in the future; clear efforts undertaken.

There will have to be a plan for sustainability outside of Title III funding.

ITS needs to have more external input in decision making. There needs to be a more formal group that includes students and faculty to be involved in long term planning. There is an Academic Technology & Library Committee, but have they been meeting on a regular basis?

##### Unit Specific Requirements

1. Expand the wording in the current Information and Technology Services mission to link, directly and explicitly, to the University's mission.
2. As the research agenda unfolds across the campuses, it would be desirable that ITS should plan for the increasing need by faculty and PhD students for quantitative and qualitative software to support growth in these expanding academic research areas. This may be addressed in one or more annual goals.
3. Develop a plan to solicit input and guidance from faculty regarding instructional technology.

## Attachment 4

### UVINext Unit Recommendations

#### Office of the President

##### Unit Specific Comments & Suggestions

**Mission Statement:** The Office of the President mission is long, but hits very critical tenets of shared governance and strategic planning. But these critical mission items aren't addressed in the document. To provide better clarity to *UVINext*, the mission should be aligned with the goals and activities reported.

**Annual Goals:** There were many goals listed. There could be more focus on the goals of the Office, versus individual goals. Be sure to provide the impact of the goals, not just the statement that they are complete.

**Essentiality:** There is no question of the essentiality of the Office of the President. The only suggestion is to better align the mission and goals of the Office of the President with that of the University mission, and with the goals and activities of the office.

**Primary & Secondary Customers:** There should be attention given to measuring the number of customers served in each of the categories, and collecting and providing customer service response data.

**Productivity/Efficiency:** The amount of indirect data provided, while impressive, could be focused on the more important aspects of the Office. The data on emails and meetings and website traffic did not address the core business of the Office of the President.

**Quantity of Resources & Management of Resources:** Data provided were substantial. However, the Task Force was looking for information about priorities and how they were determined. It was not clear how recognitions in the document were linked to work efforts and goals.

**Improvement Opportunities:** Areas of improvement are clearly outlined. Some effort should be made to capture the impacts of the improvements. The group of "to-dos" are in line with what *UVINext* requires.

##### Unit Specific Requirements

1. Create goals for the Office of the President that align with the mission statement to demonstrate the work that the Office of the President is doing.

## Attachment 4

### UVINext Unit Recommendations

#### Office of Sponsored Programs (OSP)

##### Unit Specific Comments & Suggestions

**Mission Statement:** Mission is clear.

**Annual Goals:** Annual goals were not presented. These could include number of grants pursued or impact on students and faculty. These should be created each year, and clearly linked with the goals of the Strategic Plan, as well as other unit goals.

**Essentiality:** The score could be improved by providing additional information about grants processed.

**Primary & Secondary Customers:** There was a mention of the logbooks, but no data presented. There was a discussion about a customer service survey, but no evidence that they were completed, or what the results were.

**Productivity/Efficiency:** There is little evidence to support the productivity of the unit within the submission. There are many activities of the office that were not addressed – Fulbright, IRB, IACUC, etc.

**Quantity of Resources & Management of Resources:** Many requests from the *UVINext* questionnaire were not addressed. Budget, staffing, and space were all left out. Unit should also include comparative data from other institutions.

**Improvement Opportunities:** There is an opportunity for the unit to provide information or strategies about how to achieve some of its improvements without the BRAD funding. What things identified within that proposal could be undertaken by the office with existing funding?

##### Unit Specific Requirements

1. Develop a plan to address the creation of annual goals that would improve the operation of the unit and measurements that would support the success of the unit.



## Attachment 4

### UVINext Unit Recommendations

#### Public Relations Office

##### Unit Specific Comments & Suggestions

**Mission Statement:** Mission is appropriate, but a little long. We believe there should be specific language about supporting University enrollment. Some changes to the mission may be needed so that goals can be measurable.

**Annual Goals:** PRO should exploit the information in the Branding Study to develop goals to address those findings. This is a prime and existing source of assessment data to support the work of the unit. Annual goals should integrate with University's strategic goal and be reflective of how it helps achieve the university mission.

**Essentiality:** PRO is essential to the story. The unit should demonstrate how it enhances enrollment efforts to ensure growth. There needs to be a solid link between its mission and goals and the demonstration of essentiality. Data was provided but not synthesized to tell the readers why it was included or what PRO learned from the data.

**Primary & Secondary Customers:** Seems to be a mismatch between the mission and the customers. Customer service surveys should be implemented. Prospective students should be a primary customer and there should be linkages with Admissions. This was a recommendation for Admissions as well.

**Productivity/Efficiency:** There needs to be a clearer link between the work effort and outcomes. This supports how essential the unit is and it demonstrates what could be done with additional resources. Staffing issues are acknowledged. There needs to be more synthesis of the data/graphs provided.

**Quantity of Resources & Management of Resources:** Because of low staffing, it is difficult to provide feedback. The approach of the website committee was successful (in training website contributors from various entities). Perhaps a public relations committee could be utilized to expand the reach and impact of the office.

**Improvement Opportunities:** Staffing is an issue and is recognized as a constraint. However, each unit is responsible for allocating resources to implement assessment and continuous improvement activities.

##### Unit Specific Requirements

1. Expand the language in the current mission of the Public Relations Office to include enrollment growth. Other changes may be required to clarify the activities of the unit.
2. Develop a plan to explore the use of a committee or other mechanism to expand the reach of the office despite the current staffing constraints.

## Attachment 4

### UVINext Unit Recommendations

#### Reichhold Center for the Arts

##### Unit Specific Comments & Suggestions

**Mission Statement:** The mission needs more clarity and alignment with the mission of the University. The goal should be to capture new demographics and a strategy to increase revenues.

**Annual Goals:** Goals are very general and should be developed on an annual basis to demonstrate more precise accomplishments in line with the revised mission. The goals should also be more measurable.

**Essentiality:** There needs to be more evidence provided about working towards self-sufficiency. This could be based on a model from another entity, but changes could better align the unit with public needs and which may increase revenues.

**Primary & Secondary Customers:** Clarifying the customers, per revenue opportunities could positively impact cash flow. While this may be a change from the original charter, its exploration is necessary to sustain the facility.

**Productivity/Efficiency:** Along with the mission statement, the business model needs to be re-evaluated to support sustainability. How can the public be involved in these decisions?

**Quantity of Resources & Management of Resources:** : The task force members noted the amazing job that the Center is doing with such a small staff, but they also encourage creativity to expand rentals, improve attendance and make choices about which performances best support the self-sufficiency of the Center.

**Improvement Opportunities:** The submittal recognized opportunities for improvement and we encourage the Center to engage in changes necessary to ensure the longevity of this type of cultural performances in the Territory.

##### Unit Specific Requirements

1. Expand the language in the current mission of the Reichhold Center for the Arts to link, directly and explicitly, to the University's mission and clarify the role of the Center.
2. Develop a plan to more deliberately increase revenues, even if programmatic shifts are required. A request to the RCA Board for more funds should be explored.
3. Develop a narrative, with evidence, about how the Reichhold Center for the Arts needs to modify its vision to ensure its future to support the revenue plan above.

## Attachment 4

### UVINext Unit Recommendations

#### Title III Office

##### Unit Specific Comments & Suggestions

**Mission Statement:** Mission was clearly stated.

**Annual Goals:** The goals were clear and relevant. Improvement could be demonstrated through goals tied to a customer service survey.

**Essentiality:** Essentiality was clearly supported.

**Primary & Secondary Customers:** The unit conveyed a large number of secondary customers based on the definition provided. However, these customers have little or no contact with the unit itself. Despite the definition provided, secondary customers should be reviewed and may be limited to those that do have contact with the unit.

**Productivity/Efficiency:** We would like to see data from the annual evaluation, including evidence on the data as used for the office to improve.

**Quantity of Resources & Management of Resources:** While the success of the unit is obvious, there is an opportunity, through assessment data, to demonstrate continuous improvement.

**Improvement Opportunities:** Surveys or evidence to support the service satisfaction with the primary customers would likely improve the criteria scores.

##### Unit Specific Requirements

1. Implement a program to determine the needs of primary customers and measure how the unit is meeting those needs. These needs can dictate goals for the unit to meet the needs.

## Attachment 4

### UVINext Unit Recommendations

#### Virgin Islands Caribbean Cultural Center (VICCC)

##### Unit Specific Comments & Suggestions

**Mission Statement:** The Mission of VICCC needs to be clearer and better linked to research, teaching and service for more explicit connection with the mission of UVI.

**Annual Goals:** *There is a need to have clearer goals that delineate how VICCC can have an impact on the University and the community. The goals must be measurable and impactful and linked to wider UVI goals.*

*There is a need to indicate what has been transformed in regards to teaching, research and community outreach because of the work of VICCC.*

**Essentiality:** *This was not demonstrated. VICCC should work to more closely align its work with that of the work, needs and research of faculty. It should also explore closer link with libraries and other appropriate partners.*

**Primary & Secondary Customers:** In an effort to reach more students and have more visible, integrated and lasting impact, VICCC should view faculty as a primary customer. More involvement with faculty is a critical piece of impacting more students and being seen as a resource.

**Productivity/Efficiency:** *In order to better measure this criteria, the following would have been helpful:*

- *Need to list the number (and possible types) of symposia, the attendance and participation levels.*
- *Need to secure the Dean's involvement in giving direction and getting faculty involved*
- *Need to situate VICCC so that it can be seen as a resource to courses, and in particular to those in the Caribbean Studies Minor*
- *Need more compilation of and analysis of feedback from those with whom VICCC interacts*
- *Need some analysis of the impact of the activities, and how they tie in to the goals of VICCC and the strategic goals of the institution.*

**Quantity of Resources & Management of Resources:** Need more evidence of how the Center is funded and how the funding will be used. A budget would also have been informative. Need to provide revenue generating strategies such as grants, workshops, summer and special programs, etc.

**Improvement Opportunities:** Unit needs to provide opportunities that can be pursued/explored in order to help generate revenue.

##### Unit Specific Requirements

1. Expand the language in the current Virgin Islands Caribbean Cultural Center mission to link, directly and explicitly, to the University's mission.
2. Annual goals should be developed that are more specific to objectives achieved in each year. These goals should be measurable and evidence should be gathered to show their impact.
3. Develop a plan to more deliberately impact students and faculty at UVI that includes the collection and report out of supporting data, and also includes more involvement with the Dean of CLASS, and subsequently other Deans as appropriate
4. Integrate VICCC into existing courses, such as SSC 100, HIS 342, CAR 465 and Senior Seminar, through work with faculty.
5. Create a list of resources or a bibliography that serves as a basis for the Center. These could be integrated with the University libraries or at the public libraries. VICCC could also serve as a clearinghouse for the Territory.

## Attachment 4

### UVINext Unit Recommendations

#### Requirements from all UVI units

1. Each unit should complete the *UVINext* Assessment form in their packet and develop strategies to disseminate *UVINext* information and process throughout your unit.
2. By May 1, 2017, each unit should submit an acknowledgement letter responding to their unit specific recommendations and the material in their packet. This should include as much information as possible, in the timeframe provided, on what steps will be taken to adhere to the *UVINext* recommendations, and the associated timeline. Both the completed assessment form and the acknowledgement letter should also be submitted to the *UVINext* Task Force, via Tina Koopmans.
3. By August 1, 2017, meet with institutional research, if needed, to create a specific data set, with benchmarks, for the unit to monitor its success. A model of the *UVINext* assessment process should be built for your unit, based on the *UVINext* graphic included. The Office of Institutional Assessment will assist with this task. In this grant environment, the data points may already exist, and they simply need to be reported. The graphics and the data set should be on file in Institutional Assessment by the deadline.
4. Update (or implement) the unit's service charter and implement (or have a timeline to implement) a survey, approved by Institutional Assessment, to identify customer satisfaction by January 15, 2018. The survey should be based on elements in the unit service charter. The survey could be in conjunction with other units, or the unit could use a University-wide instrument, in consultation with Institutional Assessment. Service Charters should be put on file in Institutional Assessment by the deadline.
5. Develop an annual report for the unit by June 1, 2018 that includes:
  - a. Annual goals and their results. This indicates that annual goals should be established by September of the year, so they can be accomplished.
  - b. How the goal results will be implemented and incorporated into the unit in the next set of annual goals.
  - c. Changes in the benchmarks for the data set, and how the annual goals impacted them.
  - d. Progress on the *UVINext* unit specific requirements listed above.
  - e. Attach relevant unit planning documents or policy documents that are necessary to update the middle states documentation roadmap.

If applicable, due dates can be shifted to coincide with the grant schedule. This also may be work that is already completed during the component report process to provide data for the President's report at the Board Meetings. Timeline should be negotiated to consolidate reporting.

**Assistance:** The Office of Institutional Assessment is available to answer any questions or concerns that you have. The goal is to integrate the assessment work with the current workload of your unit. If you have ideas that will allow you to achieve the recommendations in a different way, please let us know. Our purpose is to capture evidence, not to increase workload. Please contact Tina Koopmans for clarification.

## Attachment 5

### Letter Sent with Recommendations

#### UVINEXT ANALYSIS AND RECOMMENDATIONS

(Date)

(Unit Contact Name)

(Unit)

Cc:

We want to begin by thanking you for your thoughtful and comprehensive development of the material for the *UVINext* initiative. We understand the amount of time and effort it took to prepare the information, especially for a process like this.

We appreciate the conversation that we had with you about the accomplishments of the **(Unit Name)** and how integral it is to the mission of the University. As we stated in the meeting, this assessment activity is driven by our need to demonstrate institutional effectiveness and compile evidence of the steps we undertake to achieve continuous improvement. This is a requirement from the Middle States Commission on Higher Education (MSCHE), and their new process is requiring the University to be more diligent in the collection of the data. The mission of *UVINext* is to ensure that the University, through its various entities and programs, can provide evidence of continuous improvement.

The feedback we provide is an effort to allow *UVINext* to achieve its mission of having all units and programs implement assessment activities in a more deliberate way and utilize that effort to work toward a 4.0 on the scale that was established in the rubric.

We ask that you review the material attached so that it can be integrated into the daily operation of your unit. We further ask that the recommendations and timelines included become a part of the goals that your unit undertakes. Your commitment to this process is an important factor in the University achieving its mission, maintaining accreditation, and achieving greatness. A thumbnail timeline is included below to assist you:

- May 1, 2017 Unit response to this document (acknowledgement letter) and completed assessment form submitted to *UVINext*
- May 15, 2017 Presentation, by *UVINext*, of collective recommendations, assessment to Planning Committee
- August 1, 2017 Have unit data set and benchmarks on file in Institutional Assessment
- January 15, 2018 Updated unit service charter on file in Institutional Assessment, and customer service survey plans approved by Institutional Assessment
- June 1, 2018 Annual unit report and designated MSCHE document updates from unit submitted to Institutional Assessment. This should be done each year. Institutional Assessment will forward any deficiencies in the report to *UVINext* for action or review.

Thank you for all that you do, and please let the Task Force know what assistance or clarification we can provide. We have included an assessment form for you to provide feedback on the *UVINext* process so that we, too, can participate in continuous improvement.

Sincerely,

*UVINext* Task Force

David Hall, Camille McKayle, Frank Mills, Shirley Lake-King  
Stuart Ketcham, Raquel Santiago-Silver, Tina M. Koopmans

## Attachment 6

### UVINext Assessment Form

#### UVINext Assessment:

Thank you for the diligence in preparing the *UVINext* forms, and for your presentation to the *UVINext* Task Force. The purpose of *UVINext* is to provide evidence of continuous institutional improvement to demonstrate our compliance with Middle States Standards. Please take a few moments to fill out the matrix below so that the Task Force can evaluate its performance.

1. I understand the purpose of the *UVINext* process and the role it plays in institutional improvement.  
☐Strongly disagree      ☐Disagree      ☐Agree      ☐Strongly Agree
2. I understand the assessment metrics that will be required to provide evidence of continuous improvement.  
☐Strongly disagree      ☐Disagree      ☐Agree      ☐Strongly Agree
3. I understand the role of the unit mission in defining the purpose of the unit within the University, and any changes in the mission that might be needed.  
☐Strongly disagree      ☐Disagree      ☐Agree      ☐Strongly Agree
4. I understand the evidence that must be collected to demonstrate the achievement of annual goals of the unit.  
☐Strongly disagree      ☐Disagree      ☐Agree      ☐Strongly Agree
5. I understand the evidence that must be collected to demonstrate the effective use of institutional resources to achieve the mission of the unit.  
☐Strongly disagree      ☐Disagree      ☐Agree      ☐Strongly Agree
6. What can the UVINext Task Force do better to assist in understanding and implementing the continuous improvement expectations of the UVINext Task Force?


***Please return to Tina Koopmans by email or campus mail. All assessment data will be held as confidential.***