

**UNIVERSITY OF THE VIRGIN ISLANDS  
RESOLUTION OF THE BOARD OF TRUSTEES**

**To ratify the actions taken in Executive Session by the Executive Committee of the Board of Trustees of the University of the Virgin Islands for the Board**

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**WHEREAS**, Article VI, Section 1 (a) of the Bylaws of the University of the Virgin Islands states in part, "The Executive Committee may act for the Board between Board meetings, in the event of emergencies requiring Board action;" and

**WHEREAS**, that section of the Bylaws further states, "The Executive Committee shall report to the Board at its next meeting on all actions taken by it, and the Board shall ratify or revoke such actions," and

**WHEREAS**, the last meeting of the Board was on June 22, 2019; and

**WHEREAS**, during the Executive Session of a meeting of the Executive Committee of the Board on September, 2, 2019, the Executive Committee acted for the Board as follows:

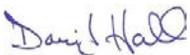
- Accepted the President's Self-Assessment;
- Approved the Presidential Goals for 2019-2020  
(documents are attached)

**NOW THEREFORE BE IT RESOLVED BY THE BOARD:**

The actions taken by the Executive Committee of the Board during the Executive Session of its meeting on September 20, 2019, which are summarized above, are hereby ratified.

**CERTIFICATION**

The undersigned hereby certifies that the foregoing is a true and exact copy of a resolution approved by the Board of Trustees of the University of the Virgin Islands at a meeting on Saturday, November 2, 2019, as recorded in the minutes of that meeting.



November 2, 2019

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Secretary of the Board

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Date

# SELF-ASSESSMENT OF PRESIDENTIAL GOALS

FISCAL YEAR 2018 – 2019

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## **1. Secure approval and launch a new five-year strategic plan – “Greatness Through Innovation.”** **(ACHIEVED)**

The Board of Trustees approved the University’s new strategic plan, Greatness Through Innovation, at its October 2018 Board meeting. Greatness Through Innovation 2018-2023 (GTI) was launched internally in Fall 2018 followed by an external launch Territory-wide with stakeholder outreach events on each island on March 25-27, 2019. The launch events were well-attended with great input and engagement from those in attendance.

GTI will serve as the University’s roadmap in creating a culture of innovation over the course of the next five years. The strategic plan has 35 goals and 106 measurable objectives. GTI was collaboratively developed in conjunction with all sectors of the University and with input from the broader community. It has six key focus areas: Focus Area I. Innovation and Distinction; Focus Area II. Leadership and Excellence in Academics, Research, and Public Service; Focus Area III. Student Access, Recruitment, and Success; Focus Area IV. Measurement, Analysis, Knowledge Management, and Results; Focus Area V. Operational Efficiencies and Focus; and Focus Area VI. Valuing People, Relationships, and Culture. It is anticipated that creativity and innovation will serve as guiding hallmarks for achieving the Plan’s success.

To track the University’s progress on achieving its goals and measurable objectives, a master tracking form was developed to monitor the ongoing progress of the strategic plan and provides for periodic updates in a more uniformed manner across the institution and over the course of the entire five-year plan. Consistent with the GTI objectives, revised Key Performance Indicators (KPIs) and an updated list of institutional and aspirational peers for the University’s comparative and benchmarking purposes were also developed. The updated KPIs and Institutional and Aspiration Peers’ List were presented to the Board for consideration and were approved at its June 2019 meeting.

## **2. Reconstruct in a more resilient manner at least three buildings damaged by the hurricanes.** **(PARTIALLY ACHIEVED)**

The University is continuing with its campus restoration projects post hurricanes Irma and Maria but has experienced several construction delays. These delays are due in part to the challenges in restoration and rebuilding materials timely arriving on island and the limited labor pool to address the competing priorities in the Territory and neighboring islands. Repairs to West Residence Hall however was finalized due to its priority to accommodate the number of students seeking residence on campus and in preparation for the Spring 2019 semester. Roof repairs, mold remediation, mitigation and wall replacement were completed. New furniture was ordered and installed. The West Residence Hall is now back online with students occupying the facility.

Significant progress has been made in developing architectural drawing and rendering for all remaining buildings on the St. Thomas campus that are presently off line due to hurricane damage. As the enclosed 2020 Presidential Goals indicate, we plan to have five buildings completed by the end of the next fiscal year in order to make up for the two that were not completed this year.

- 3. As Chairman of the UVI Research & Technology Park Real Estate Committee, oversee the reconstruction of the RTPark Building so that the College of Science and Mathematics can reoccupy the building by the end of August 2019. (PRINCIPALLY ACHIEVED)**

The mold remediation, reconstruction of the roof, and other aspects of the reconstruction have all been completed. The interior reconstruction is in progress and is fully funded. Though the date above will not be achieved, it is anticipated that the College of Science and Mathematics will occupy the building during the Fall 2019 semester.

- 4. Develop and implement at least five more online programs.**

**(PARTIALLY ACHIEVED)**

The following online certificate programs have been developed by the various Colleges listed below. We anticipate that the full faculty will approve these when they return in the Fall.

College of Science and Mathematics

- Cybersecurity
- Introduction to Web Client Programming
- Introduction to Coding and Development

College of Liberal Arts and Social Sciences

- Human Development

There are other online programs that are in the early stages of development in the College of Liberal Arts and Social Sciences. They are:

- Creative Writing
- Health
- Law Enforcement
- Language (Spanish)

**5. Select a vendor and implement an alternative energy project. (IN PROGRESS)**

An RFP was issued for this project and only two bids were ultimately submitted. After consultation with the Buildings and Grounds Committee, the decision was made to not accept either bid due to the high cost proposed. Since then, a new company that did not participate in the RFP has submitted a proposal that is presently being considered by the Administration and may be submitted to the Board for approval.

**6. Secure support for a Resiliency Center at UVI for the Territory. (ACHIEVED)**

The University was awarded \$4,932,697 from the Federal Emergency Management Agency (FEMA) for the development of a Territorial Multi-Hazard Mitigation Plan (HMRP) for the U.S. Virgin Islands. UVI will work with the Virgin Islands Territorial Emergency Management Agency (VITEMA) over the course of the three-year project. The hazard mitigation plan is one of the key initiatives of the Center for Resiliency and Sustainability aimed at enhancing the position of the University as a key resource of intellectual and technical capacity for the Territory and the region, as part of our collective recovery and rebuilding efforts.

To expand the reach of the proposed Center, additional funding in the amount of \$350,000 was secured from the Foundation for the University of the Virgin Islands (FUVI) to be drawn down over the course of four years (\$100K, \$100K, \$100K, and \$50K). There are also in-progress discussions with the U.S. Economic Development Authority towards securing additional funding opportunities. The Center shall officially launch in the Fall.

**7. Restructure Enrollment Management operations and increase admissions by 5% over 2018 Fall enrollment. (ANTICIPATE BEING ACHIEVED)**

The restructuring of the Admission's Office was achieved. Enhancements and operational changes which include staff alignment, training, student services, recruitment outreach, targeted communications, and strategic investment in infrastructure have yielded favorable results. Based on preliminary data, enrollment of new students is up beyond the 5% goal due to the Free Tuition Policy. However, final assessment of this goal cannot occur until after Fall enrollments have been finalized.

**8. Launch an Innovation Fund and select at least three projects to receive support. (ACHIEVED)**

Through the support of the Foundation for the University of the Virgin Islands (FUVI) and various Research and Technology Park companies, the University was able to establish its first Innovation Fund in the amount of \$1 million to support selected innovative proposals and distinct programmatic areas or

initiatives on campus. The Innovation Fund encourages collaborative partnerships across the institution with a view towards developing new approaches that transform innovative ideas into meaningful impact and those that foster a culture of innovation. The University Community was provided with guidelines for applying to the Innovation Fund and the basis of the selection criteria which includes submission of realistic and substantiated budget and revenue projections, a formula for distribution of profits to the entity and the University, and a justifiable timeframe for implementation of the full project or initiative. Eight proposals were received by the July 1, 2019 deadline and three were selected for funding.

**9. Secure funding and approval for a Fine Arts Degree. (ACHIEVED)**

The Bachelor in Fine Arts (BFA) degree proposal was presented to the Board and approved at its June 2019 meeting. The BFA will be offered by our College of Liberal Arts & Social Sciences (CLASS) with a major in Fine Arts and concentrations in Music Performance, Theatre, and Dance. The BFA was funded through a Title III grant. The Fine Arts experience at UVI will enhance the learning horizon for student participants and greatly enhance the attractiveness of CLASS programming towards creating skilled performers and technicians who will be critical to the overall success of artistic endeavors in the Territory and beyond.

**10. Secure funding and enter into a MOU with the V.I. Housing Finance Authority and collectively secure funding for the construction of a multi-purpose facility on the Albert A. Sheen, St. Croix campus. (ACHIEVED)**

In collaboration with the VI Housing Finance Authority (VIHFA), funding has been approved through the Community Development Block Grants for Disaster Recovery (CDBG-DR), provided by the U.S. Department of Housing and Urban Development (HUD). Funding for the project is slated at approximately \$43.5 Million based on estimated construction costs for the proposed 108,862 square foot facility. At its October 2018 meeting, the Board approved the University entering into a Memorandum of Understanding (MOU) with VIHFA, which was executed.

The MOU calls for the joint design, development and construction of a multipurpose complex in partnership with VIHFA that will be located on our St. Croix campus. The multipurpose complex will address the growing needs of the University for a large indoor facility for events such as commencement, athletics games, conferences and other activities. In addition to addressing the expanding needs of the University, the multipurpose complex will be the largest such facility on St. Croix and will also serve the needs of the community for a meeting place for sporting events, conventions, other activities, and as an emergency shelter in the event of inclement weather. It is anticipated that UVI will be responsible for managing the design, construction and operation of the facility.

**11. Launch a marketing branding campaign that will align with the strategic plan goals and provide support for the overall growth of the University. (ACHIEVED)**

The University has embarked on an enhanced targeted branding campaign focused on UVI's value proposition. Our discussions have focused on how best to capture and tell the UVI story which led to the identification of "Our Seven Pillars of Value" noted below:

- Academically Rigorous Programs
- Innovative Student Support and Engagement
- Inspiring Physical Environments
- Personalized Learning and Caring Community
- Provides a Pathway to the World
- Unmatched Affordability
- World Class Locally Relevant Research

A survey was conducted to assess the ranking of the identified values. More than 200 prospective students, staff, faculty, alumni and donors responded to the survey evaluating the strengths of the University's value proposition and to determine the appropriate messaging for branding the University. In addition to the survey, focus groups were held on both campuses to provide greater context to the value proposition discussions through a qualitative analysis of the UVI experience. Our processes and academic curricula have already begun to leverage the value proposition. Based on the findings of the survey, marketing and promotional materials to support highlighting the identified values in a creative manner are being developed and will be broadly disseminated in the Fall.

## **ADDITIONAL SIGNIFICANT ACHIEVEMENTS**

### **DURING ASSESSMENT PERIOD**



- The University advocated for and received the support of the Government of the Virgin Islands for the adoption of Act 8155, entitled the Virgin Islands Higher Education Scholarship Program. The free tuition scholarship is available to all Virgin Islanders, as defined in the legislation, who enroll as full-time students at UVI pursuing their first associate's degree or bachelor's degree regardless of age, date of graduation or household income. Recipients of the free tuition aid, which would supplement students' federal scholarship awards, University scholarships, and private donations, will be required to maintain a cumulative grade point average (GPA) of 2.5 and to work in the Territory for a specific length of time

upon completion of their studies. The University will collaborate with the Department of Labor to secure job placement opportunities for scholarship recipients.

The Act also establishes an annual appropriation of \$3 Million from the Internal Revenue Matching Fund, which the University would have to draw down based on enrollment needs. The adoption of the free tuition policy places the U.S. Virgin Islands and UVI as national leaders in higher education. The U.S. Virgin Islands now stands as the first Territory in the U.S. to fund this innovative approach, following the lead of only one other state that provides tuition free bachelor degrees. UVI is also the first Historically Black College and University (HBCU) in the nation to offer free tuition to residents of its home state/territory.

- The Free Tuition Act also provides funding so that the University can establish new academic support programs to help more students in high school obtain a 2.5 GPA and new programs at the college level that will allow them to maintain a 2.5 GPA. The Administration recommended policies and procedures to aide with the implementation of the free tuition legislation which the UVI Board of Trustees approved in a special session on January 23, 2019. The regulations passed by the Board also permit high school students who have not obtained a 2.5 GPA in high school, to still receive funding if they obtain it while at UVI. Since financial assistance alone is not enough for some students, this Act creates a comprehensive remedy to what ails higher education. This aspect of the Act strategically empowers the University to make free tuition eventually available to every student in the Virgin Islands, regardless of their present performance. The University has also developed a comprehensive retention and academic support strategy aimed at improving student success and persistence. The framework includes both a pre-college and in-college approach to assist students and help them succeed.
- Launched an Inclusive Childcare Laboratory and Diagnostic Center on the St. Thomas Campus on June 24, 2019. Our School of Education will open a similar center on St. Croix in Fall 2019. The Center provides service in three priority areas: preservice teacher development, childcare for UVI students, and early care and education. It is designed to provide services that are pedagogically sound and centered around innovative research-based best practices. Of significance are the diagnostic services that will address developmental milestones through developmental screening and assessment of reading, language/communication, social and emotional behavior, cognition, and physical development. UVI is among the first Historically Black Colleges and Universities in the nation to provide this service.
- Construction continues on the medical school facilities on both campuses. In particular, on St. Croix, the UVI Medical Simulation Center is slated to become operational in late 2019 or early 2020. In preparation for the opening, UVI hosted a visiting team from the University of South Florida's Center for Advanced Medical Learning and Simulation (CAMLS), its partner on the development of the simulation center. The University conducted stakeholder meetings on both islands on June 10-11, 2019 to update the healthcare community, first responders and government officials about the Medical School project and the vision and economic impact for the simulation center for UVI and St. Croix.

The successful 2-day event included approximately 75 persons including physicians and other healthcare professionals, leaders from the hospitals and clinics, Senators, nurses, other government officials, military personnel, first responders and a representative from FirstBank. The stakeholder sessions also included meetings with individuals who are interested in serving as members of the UVI medical school faculty and instructors at the facility as well as tours of the construction sites of the simulation center on St. Croix and classroom building on St. Thomas.

- UVI hosted the fourth Clinton Global Initiative (CGI) on Post-Disaster Recovery on the St. Thomas Campus on June 2-4, 2019. The CGI Action Network brings together leaders across the public sector, private sector, and civil society to discuss and develop solutions that address hurricane recovery needs

facing the Caribbean, advance recovery efforts and promote long-term resiliency across the region. The successful event featured President Clinton, former U.S. Secretary of State Hillary Rodham Clinton and more than 350 participants.

As part of the CGI, I hosted an exclusive private roundtable discussion and luncheon that included President Clinton, Secretary Clinton, Governor Albert Bryan Jr., five Heads of State, Kevin Thurm, CEO of Clinton Foundation, Tom Secunda, Co-Founder of Bloomberg LP and various other high profile corporate and philanthropic leaders. The private roundtable provided an opportunity to collaborate with other leaders in creating a roadmap for addressing a number of critical challenges facing the Territory and the Caribbean region in the aftermath of the 2017 Atlantic Hurricane Season. Another key discussion area was the role of a university, and specifically UVI, in this process and roadmap.

- During this past fiscal year, we witnessed a significant increase in the number of external awards received by the University from various federal agencies for research projects and other programs. For fiscal year 2018, UVI received \$19.3 Million in externally funded grants and contract awards as compared to the prior fiscal year of \$7.7 Million.
- UVI was selected by the U.S. Census Bureau to conduct the data collection requirements of the 2020 census for the U.S. Virgin Islands. UVI will execute and manage all activities associated with the collection and reporting of the decennial census. The total contract award amount is \$15.45 Million.
- UVI will lead a collaboration of four entities that received a \$9 million award over five years in funding from the National Science Foundation to create the Center for the Advancement of STEM Leadership (CASL). CASL is the nation's first broadening participation research center to conduct research on the leadership impact of HBCUs in advancing diversity in STEM (Science, Technology, Engineering, and Mathematics).
- UVI secured Bakari Sellers, CNN political analyst and former state legislator, as this year's commencement keynote speaker. UVI also bestowed honorary degrees upon two prominent alums - Cornel Williams and Dr. Simon Jones-Hendrickson. Approximately 300 degrees were conferred in May 2019 including doctoral degrees.

The 31st Legislature of the Virgin Islands, with specific advocacy from Senator Kurt Vialet, provided funding so that the University could create a Bachelor of Science in Nursing (BSN) program on the St. Croix campus. This year's commencement also showcased the results of that investment with a large cohort of fifteen (15) BSN graduates on St. Croix and six (6) BSN graduates on St. Thomas.

- UVI at USM (University of St. Martin) held its commencement exercise on July 6, 2019 in St. Martin. The graduating UVI at USM class was the second cohort of students to complete their degrees under a Memorandum of Understanding (MOU) with the University of St. Martin aimed at expanding opportunities for more individuals to have access to a UVI program of study and degree and to increase University revenues. It also fulfills the University's desire to strengthen partnerships with Caribbean neighbors.
- UVI's 57<sup>th</sup> Charter Day ceremony featured Governor Albert Bryan Jr., who is a UVI alumnus and the first governor of the Virgin Islands to be a graduate of the University of the Virgin Islands. The ceremony was well-attended with over 80 UVI alums, including members of the Class of 1969, who came to our campuses to join the Charter Day festivities. The event also included a 100 Man March, a special reflection on the first College of the Virgin Islands President Dr. Lawrence Wanlass, honoring Emeriti Trustees Edward Thomas and Jennifer Nugent-Hill, and an ice-cream social.

- The University was favorably recognized and ranked in the top 10 nationally among HBCUs including:
  - HBCU Money ranked UVI's endowment at #7 among HBUCs. The endowment rankings are based on financial market investment returns from most recent data measured (2017).
  - The annual National Science Foundation (NSF) Higher Education Research & Development (HERD) Survey ranked UVI as #8 in the nation of all HBCUs in Research and Development (R&D) expenditures. R&D expenditures are a key measurement of a school's overall research productivity and performance.
  - Based on data from the National Center for Education Statistics on tuition and fees for the 2017-2018 school year, UVI ranked #3 among the most affordable public and private HBCUs in the U.S. Moreover, when examining the rankings of all public and private (non-profit), four-year colleges and universities in the U.S. that offer primarily bachelor's degrees or above, UVI ranked #5 in the nation.
- One of the goals of the previous strategic plan was to restore local government funding to 2009 levels. The University's Fiscal Year (FY) 2019 operating budget was restored in the amount of \$34.8 Million. The FY 2019 budget also provided funding for new initiatives like a Foster Care Tuition Subsidy and the development of new programs such as the Agricultural Science and Aquaculture Program and Master's in Social Work on the Albert A. Sheen Campus. It also provided support for the Summer Bridge Program, the Virgin Islands Caribbean and Cultural Center (VICCC) and expanded funding for the Hospitality and Tourism Management Program.

Previously, appropriations in 2009 from the Government of the Virgin Islands were \$34.5 Million, and over the years, the allotments dropped to a low of \$28.2 Million. These reductions beginning in FY 2011 forced the University to rely on other revenue sources, austerity measures, hiring freezes and cost reductions to balance its operating budget. This created challenges for the University in filling critical vacancies and effectively addressing its institutional challenges and priorities. The University's ongoing advocacy to restore its FY 2019 budget was a significant achievement in light of the financial challenges facing the Territory.

- The University successfully concluded its old strategic plan "Pathways to Greatness" on September 30, 2018. Pathways to Greatness contained 50 goals and 94 measurable objectives and served as a key guide and foundation to move the institution forward from 2012-2018. Approximately 73% of the measurable objectives were fully achieved.

## FUNDRAISING SUMMARY



During this reporting period, my fundraising efforts generated, in cash, pledges and contractual commitments, a minimum total of \$6,575,000. Solicitations and negotiations with RTPark companies accounted for the major share of this total. As the attached chart from the RTPark indicates (*Appendix A*), the companies have pledged a minimum of \$4,375,000 over the life of their contracts. If they obtain certain growth milestones that total could reach as high as \$33,300,000. In addition, \$2.2 Million was raised from other companies. This includes the Anderson Foundation \$2 Million gift that occurred in the last fiscal year long after I submitted my Self-Assessment report last year.

## PROPOSED PRESIDENTIAL GOALS

Fiscal Year (2019 – 2020)

1. UVI Online established as a separate academic entity. *(This will be measured by whether the online curriculum, marketing, student support and financial aid are completely owned and managed by UVI.)*
2. In partnership with the private sector, establish UVI as a “University for Life” evidenced by increasing by 10% above baseline each year the number of individuals taking advantage of continuing education, re-certification and re-tooling opportunities. *(Baseline: Enrollment - 1,193; Certificates of Completion - 591)*
3. Increase non-resident scholarship support by 10% above baseline each year. *(Baseline: \$233,850)*
4. Increase graduate student support by 10% per year through scholarships and fellowships. *(Baseline: \$241,600)*
5. Introduce opportunities for transforming teaching and learning strategies, course designs and policies through funding 5 such projects a year.
6. Increase undergraduate student participation in research, study away or summer programs by 10% per year above baseline. *(Baseline: 80 students)*
7. Implement a comprehensive, multi-year recruitment and retention plan to support UVI in moving closer to a first-year retention rate of 80% and a 6-year graduation rate of 40% by the end of the strategic plan. *(Baseline: 76% retention and 34% graduation)*

8. Make a major step towards the goal of having “all employees evaluated annually,” by increasing the percentage from 35% to 55%.
9. Conduct customer satisfaction surveys for at least 20% of stakeholders (students, employees and visitors) who utilize UVI services and facilities.
10. Emphasize, celebrate and promote UVI’s distinction as an HBCU through convening at least two events annually that focus on this tradition.
11. Develop and sign a MOU with the Smithsonian Institution’s National Museum of African American History and Culture (NMAAHC), which provides for at least 5 joint research projects, student or faculty visits or exchanges, exhibition opportunities, or other services.
12. Complete reconstruction, in a more resilient manner, of 5 campus buildings that were taken offline due to the hurricanes.