

**PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES OF THE
UNIVERSITY OF THE VIRGIN ISLANDS
MAY 16 – SEPTEMBER 30, 2011**

The President's Report for this reporting period is organized into two major sections. Part I provides highlights of new and ongoing presidential initiatives and institutional accomplishments since the last reporting period, including a feature segment on an academic area. Part II highlights major accomplishments within the framework of the Seven Management Values. This framework has been adopted to enhance the University's capacity to deliver programs and services, address challenges, and embrace opportunities. For accomplishments directly related to the four strategic focus areas of VISION 2012, the relevant focus area and/or strategic objective is noted in parentheses.

PART I: PRESIDENTIAL INITIATIVES AND ACCOMPLISHMENTS

As always, I am honored to share with the Board of Trustees a summary of the University's activities and achievements for this reporting period. We continue to make important strides on the pathway to greatness, and I'm encouraged by the collective spirit of forward movement that is being demonstrated daily by faculty, students, staff and administrators.

Student and Faculty Highlights

Students and faculty have many notable accomplishments for the reporting period. Some are highlighted in this section and others are presented in Part II of this report.

Student Achievements

Within the College of Science and Mathematics, the following are noteworthy student accomplishments for the reporting period:

- ❖ In July, eight MMES students received funding in support of their thesis research from the Lana Vento Charitable Trust.
- ❖ The fall 2011 Student Research Symposium, where students presented their summer research, included 25 presenters sharing 17 research projects. The Abstract Booklet can be found at:

http://www.uvi.edu/sites/uvi/Publications/Final_Abstract_Booklet_summer_2011_final.pdf

- ❖ Four graduates of the College of Science and Mathematics are now pursuing graduate degrees in the areas of epidemiology (Ph.D., University of Iowa), public health (MPH., University of Albany in New York), physical therapy (M.A., Hampton University), and dentistry (DDS, Meharry). Another three graduates have been accepted into post-baccalaureate programs at Meharry Medical School, University of Massachusetts (bioinformatics), and University of North Carolina, Chapel Hill,

Within the College of Liberal Arts and Social Sciences, the following are noteworthy student accomplishments for the reporting period:

- ❖ Three students, along with Dr. Elizabeth Rezende, worked in a field school for archaeology on a joint project between the University of South Carolina and the University of the Virgin Islands. The project, entitled "*Reconstructing the Impacts of Hurricanes and Earthquakes in Archaeology: Baseline Chronology and Environmental Data from St. Croix, USVI*," was directed by Dr. David Goldstein of the University of South Carolina, and included several archaeologists with the

National Park Service. The team led the students in an archaeological test site at Salt River, St. Croix, where an Educational and Research Marine Center is to be built.

- ❖ Two students (Khalid Matthew and Kenya Emanuel) who work with Dr. Thomas Zimmerman in the Biotechnology and Agroforestry program of the Agricultural Experiment Station (AES) presented results of their research on sorrel and sweet potato at the Caribbean Food Crops Society in Barbados July 4-8, 2011. The students' research was supported by grants from the U. S. Department of Agriculture's Resident Instruction at Land Grant Institutions in the Pacific and Caribbean Islands and the VI Dept. of Agriculture Specialty Crops Block Grant.

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- ❖ Two students were mentored by Dr. Godfrey of the Animal Science program supported by grant funds from the USDA-Resident Instruction at Land Grant Institutions in the Pacific and Caribbean Islands. The students, Ian Cuffy and Cherisse Tyrell-Boateng, collected data as part of a USDA –Tropical and Subtropical Agriculture Research Special Research Grants project to evaluate the adaptation of Senepol cattle to the tropical environment. Collaborating scientists from Cornell University, University of Arizona and University of Hawaii worked with the students as well during data collection in July 2011. **[1.F]**

Faculty Achievements

Students were not alone in their achievements. Faculty made great strides with respect to scholarly activities during the reporting period. Some highlights include:

- ❖ Faculty LaVerne Brown and Jennilee Robinson worked with students on research associated with the new Center for the Study of Complementary and Alternative Medicine.
 - Debra Garvey, Delreese Gifft, Jennilee Robinson, Ph.D., LaVerne Brown, Ph.D., "Investigation of the Synergistic Relationship Between Mixtures of Components in Soursop and Lemongrass Decoctions," oral presentation, 2011 AGMUS Symposium, Puerto Rico, September 16-17, 2011
 - Delreese Gifft, Debra Garvey, Jennilee Robinson, Ph.D., LaVerne Brown, Ph.D., "Investigation of the Synergistic Relationship Between Mixtures of Components in Soursop Decoctions," poster presentation, 2011 AGMUS Symposium, Puerto Rico, September 16-17, 2011.
- ❖ Dr. Wayne Archibald started two research projects in collaboration with the School of Engineering and Applied Sciences at Harvard; Carnegie Mellon and Brookhaven National Laboratory (BNL) in New York. They are 1) Investigation of doping in graphene and 2) Thermal stability of anode materials for fuel cell using high resolution transmission electron microscopy. The proposals were submitted to BNL and were approved through a competitive peer review panel, thus allowing Dr. Archibald to become a user at the facilities.
- ❖ Dr. Edward Tarver received an award from the Department of Homeland Security (DHS) to do research at its Center of Excellence, ALERT, in Las Cruces New Mexico. The Center's acronym, ALERT, stands for Awareness and Localization of Explosive Related Threats. The DHS award supported the research of Dr. Tarver and UVI students, Wayne Gonzales and Denese Dorival, in the area of explosive detection. Dr. Tarver earned this award primarily due to his research in the area of sensor design for the detection of trace level explosives and chemical warfare agents.

- ❖ In August, Dr. Sandra Romano, in collaboration with colleagues S.R. Palumbi, S.V. Vollmer, T. Oliver and J. Ladner, published a paper in the peer-reviewed scientific journal *Evolutionary Ecology*. The paper, entitled "The role of genes in understanding the evolutionary ecology of reef building corals" was one in a series in honor of Dr. Jeremy B.C. Jackson, known for his visionary research and thinking on coral reef ecology, evolution, and conservation.
- ❖ School of Nursing faculty member Janzie Allmacher was recruited to present a lecture on "Airway Management" and conducted an Airway Management skill station as part of the American Heart Association's Advanced Cardiac Life Support course sponsored by VI Emergency Medical Service. These activities took place at the Charles Harwood Memorial Hospital and attendees included Emergency Medical Technicians, nurses, paramedics, and physicians.
- ❖ Deborah Cestaro-Seifer served as Co-tract leader for the "*Nursing in HIV Care Tract*" at the 20th Annual HIV Conference of the Florida/Caribbean AIDS Education and Training Center May 13-14, 2011. She also made a presentation entitled "*Teaching Client-Initiated Techniques for Improved Mental Health,*" at the Orlando Hilton, Orlando, Florida; May 13, 2011.
- ❖ In July 2011, the Caribbean Exploratory Research Center (CERC) personnel presented a three hour symposia on the Haiti Project at the National Black Nursing Association Conference in Indianapolis, Indiana.
- ❖ In July 2011, the Caribbean Exploratory Research Center (CERC) personnel made presentations on Climate Change and Health Consequences of Intimate Partner Abuse at the Morehouse Medical School Triangulation Conference, in San Juan, Puerto Rico.

Strategic Planning Process

Over the summer of 2011, the University started the interactive phase of the collaborative strategic planning process to develop the University's strategic plan for 2012-2017. Workshops for faculty and staff were held in July and August. All information produced to date, is available on the *myCampus* portal on the UVI Webpage. As the strategic planning process moves forward, and in keeping with the University's approach to shared governance, input was requested and received from all constituency groups toward the formation of a Planning Task Force (PTF). The Planning Task Force will lead the development of the new strategic plan. It is anticipated that the PTF will engage all necessary publics including alumni, external stakeholders, and the community at large as they carry out their responsibilities.

The Task Force will lead the strategic planning process within an established timeline; identify the common themes from information gathered and posted on *myCampus*; prepare brief concept papers (2 to 3 pages) on the major themes/areas of focus; participate in internal and external information gathering; convene planning meetings; and prepare a draft of the new strategic plan. The document will be submitted for review by the University community through the shared governance process in the spring 2012 semester, prior to being presented to the Board of Trustees for approval in June 2012.

Summer 2011 Programs

The University hosted two major programs over the summer that were outgrowths, in part, of recommendations from the Task Force on Improving Education

Quality in the Territory, and in part, as a commitment from the University, through the P-16 Collaborative to increase collaborative activities with the V.I. Department of Education. The University also viewed the hosting of the expanded summer bridge program as a means of addressing one of the areas of concern of the Task Force on Increasing Retention and Graduation Rates at UVI, recognizing that better prepared students are more likely to persist and graduate. The Junior University was a direct outgrowth of linkages with the Department of Education solidified through the P-16 Collaborative. It anticipated that additional programs of this nature will be developed over the academic year and beyond. What follows is a brief summary of the two programs.

Expanded Summer Bridge Program

Like many universities across the nation, the University of the Virgin Islands faces the challenge of providing remedial courses for an increasing number of freshmen each fall. Research indicates that students taking such courses, in particular, reading, are less likely to complete their program of study than students who move directly into college level courses. The Summer Bridge Program was hence designed to address those concerns by providing students with the requisite literary, mathematical and critical thinking skills required for seamless transition into higher education and to improve the likelihood of success for those students.

During July 2011, thirty-seven students on the St. Croix Campus and forty-two students on the St. Thomas Campus participated in the first Summer Bridge Program. Students were given instructions in math, reading, writing and public speaking. In addition, various seminars were held to provide students with exposure to college services and sharpen skills necessary for college success. Despite the late start, the

program achieved an appreciable degree of success. In particular, more than 70% of the students on St. Thomas successfully tested out of Math 023. Sixty-seven students from the Bridge Program are presently enrolled at the University of the Virgin Islands and data will be collected on their performance in the short and long term to assess the effectiveness of the program. Program coordinators on both campuses are presently engaging school counselors and students in preparation for the 2012 Bridge Program.

Junior University

The University of the Virgin Islands in collaboration with the St. Thomas-St. John School District of the Virgin Islands Department of Education organized an intensive five-week program for forty-eight (48) seventh grade male students, under the name Junior University. These students were identified as at risk young men who needed new perspectives on their lives and additional academic support in order to successfully complete seventh grade and advance to eighth grade. The program offered instruction in reading, writing, mathematics and critical thinking skills. These core areas were supported by various opportunities for the students to develop socially and psychologically, as well as engage in experiences designed to build character and citizenship. At the culmination of the program, faculty, staff and the young men felt that the program was very helpful in giving the students a different perspective on life and academics, and was viewed as being successful. During the closing ceremony a few of the young men gave moving testimonies on the value of the experience. The impact of this program on the lives of these young men, their families and the community should provide the basis for its continuation and expansion to the St. Croix School District as determined by the Superintendent.

Facilities Update

During the reporting period, there was significant activity across both campuses with respect to existing facilities and planned construction. This update will be presented in four segments. First, progress on the construction of new buildings will be presented, followed by renovations of existing building. This will be followed by a brief update of technology enhancements, and the final section of the facilities update will provide a brief summary of current ARRA-funded projects.

Selection of Contractors and Commencement of Work

The contract for the construction of the RTPark-UVI building, which will also provide faculty office space and classrooms for the University, was executed in mid-August and the contractor, *Eleven*, has been mobilized and construction work commenced in September. The University, with the approval of the Board of Trustees, will invest \$4 million in the project. The construction of this facility will enable the University to more comprehensively address its needs relative to the classrooms, laboratories, and faculty offices on the Albert A. Sheen Campus.

In addition to progress on the RTPark-UVI building, significant progress was made with respect to the new residence hall on the St. Thomas campus. A building committee was formed with representatives from the faculty, student body, student affairs, and the administration to participate in the selection of the Design-Builder for the facility. The contractor, GEC, LLC, has been selected to design and build the new residence hall and the committee will provide the selected contractor with input during the design process and provide updates to the constituencies represented as progress is made on the project. The building will be located on the upper campus near the

existing Social Sciences building. The new residence hall is targeted for occupancy in August 2012.

Renovations

The cafeterias on both campuses were upgraded over the summer and both boast new paint jobs; new furniture and new windows in the St. Croix cafeteria; and new fans and lighting in the St. Thomas cafeteria. The South Dormitory Complex on the St. Thomas campus was also renovated over the summer. The existing built-in dressers and closets, installed when the dormitory was first constructed in the 1970's were replaced with new, oak colored stand-alone closets and dressers. Additionally, the floor tiles were replaced; new light fixtures were installed; and telephone and Internet lines were relocated for greater efficiency and ease of use.

On the St. Thomas campus, the interior of the Chase Auditorium (B-110) and T101 also received some much needed cosmetic changes with the replacement of the carpeting and painting of the walls. Additionally, stand-alone air conditioning units were installed as an energy conservation measure, which now makes it possible for these auditorium-styled video-conference classrooms to be cooled without the need to cool either the entire Business Building or the entire Teacher Education building.

The grand opening for the new bathhouse on Brewers Bay Beach occurred over the summer, and it will better serve our students, faculty, staff, and the wider community.

Technology Upgrades

During the summer, a major project to upgrade videoconferencing (VC) services across the three islands was undertaken. At a cost of \$300,000, the project was funded by the student technology fee, Title III and institutional plant funds. The goal of the

project is to continue efforts to upgrade the technology in every VC classroom to ensure that all VC classrooms function optimally. To that end, new microphones and sound systems were installed in the four large classrooms/auditoriums (B-110, T-101, EVC-401 and EVC-713). High definition cameras that will allow instructors to clearly identify each student were also installed in these four classrooms. In addition, all rooms will now use the same hardware and software for displaying computer screens. Sixty-four-inch LCD monitors were installed in EVC-713 and NWW-103. There is some additional work to be done on this project; however, the benefits of these enhancements are already being noted.

ARRA Capital Projects

Contracts were signed during the reporting period for the completion of all outstanding capital projects funded through State Fiscal Stabilization Funds. This includes three projects on the Albert A Sheen Campus and two on the St. Thomas campus. On the Albert A. Sheen campus, one of the projects, the People Lift Project has been completed, with lifts installed in the Cafetorium and the residence hall. Work on the construction of two soccer fields, one for practice purposes and one for competitions has started, as has the electrical upgrades within the Melvin Evans Center. On the St. Thomas campus, work has started at the Classroom Administration building to repair the Little Theatre as well as to address ADA compliance issues. On the upper campus, work is underway to address ADA compliance inside the Paiewonsky Library as well as access to the library from the academic buildings and the parking lot.

Highlights of Fall Semester 2011

The fall 2011 semester got off to an exciting start, filled with opportunities and challenges; celebrations and changes; new beginnings; and renewed determination to continue our quest for greatness. The Class of 2015 joined the UVI family; new faculty were welcomed; adjustments were made to address losses in critical personnel areas; the University added a new Lecture Series; our athletics program has been expanded, with the addition of a soccer team in the LAI league; we noted continued growth in the area of annual giving, and the Caribbean Green Technology Center began its work in earnest.

Welcoming of Class of 2015

On August 15th and 16th, I had the opportunity to welcome members of UVI's Class of 2015 to UVI. For the fall 2011 semester, we welcomed 481 freshmen to UVI, 90% of whom are full-time, and 95% came to UVI from the within the Territory. While the incoming freshmen reflect no decline in the overall female-male ratio (73%:27%), the overall number represents 6% fewer male enrollees than the freshmen males who joined UVI in fall 2010. Additionally, the overall SAT scores for this group of freshmen were lower than that for freshmen who entered in fall 2010, and enrollment in skills courses increased by 3% over fall 2010 skills course enrollment.

New Faculty

The University welcomed nine new, full-time faculty for Academic Year 2011-2012. Of these, three joined the College of Liberal Arts and Social Sciences, namely, Mary Joe Wilder, Assistant Professor of English, Maria Ricio Delgado, Assistant Professor of Spanish, and Brianna Grantham, Instructor of English; four joined the College of Science and Mathematics: Drew Butcher, Assistant Professor of

Mathematics, Justin Shorb, Assistant Professor of Chemistry, David Morris, Assistant Professor of Physics, and Conrad Spencer, Instructor of Mathematics; and Dion Gouws, Assistant Professor of Accounting, joined the School of Business. One faculty member, Claritza Castro, who previously served as a part-time faculty, received a one-semester, full-time contract and is serving as an Assistant Professor of Spanish in the College of Liberal Arts and Social Sciences.

Personnel Challenges

During the reporting period, four major administrative positions were vacated, two of which were at the Executive level, specifically the Campus Executive Administrators on both campuses. For the administrative positions – the Dean of the School of Business and the Dean of the School of Education, Interim Deans have been identified and are currently serving in those roles. With respect to the Campus Executive Administrators, the positions have not been filled with either temporary or permanent personnel. At this time, there has been some temporary realignment of Departments within the CEA Component, with Operations on the St. Thomas campus reporting to the Vice President for Administration and Finance, and Student Affairs reporting directly to the President. On the Albert A. Sheen campus, oversight responsibility for the CEA Component is being jointly shared by the Provost and the President.

Over the next few months, there will be an assessment of the CEA position and the CEA component with a view to making recommendations to the Board regarding retaining the current structure or modifying the existing structure.

Sustained Increase in Annual Giving

Institutional Advancement closed the fiscal year in a very strong position, with respect to its Annual Giving target of 1.5 million being surpassed by 127%, with annual

giving at approximately \$3.4 million. The alumni giving rate is up 3.2 %, and stands at 13.6%, with total contributions up 41% and contributions at \$93,763.

Soccer Returns to UVI

The University of the Virgin Islands now has a 19-member, intercollegiate men's soccer team which is part of the LAI league. The team played its first game on Saturday, September 24, 2011, at the Paul E. Joseph Stadium on St. Croix against Politecnica University. The game ended in a draw. The team, which presently has 2 draws, 1 win and 1 loss, is coached by Yohannes Worede, who won many championships at Country Day School.

Establishment of the Donna M. Christensen Lecture Series

The Caribbean Exploratory NIMHD Research Center for Excellence (CERC) at the University of the Virgin Islands School of Nursing has established the Donna M. Christensen Lecture Series. The Series has been established to recognize an individual or organization that promotes or improves the health of individuals, families, communities, or populations by addressing timely issues in health policy, treatment, research or advocacy.

The lecture series is named for the Honorable Donna M. Christensen, eight-term member of the U.S. House of Representatives, representing the U.S. Virgin Islands. Dr. Christensen, whose life work has been devoted to improving the health and welfare of Virgin Islanders, is the first female physician in the history of the U.S. Congress, the first woman to represent an offshore territory, and the first woman delegate from the U.S. Virgin Islands. Dr. Garth N. Graham, Deputy Assistant Secretary for Minority Health in the Office of Minority Health (OMH) at the Department of Health and Human Services (DHHS), has been selected as the inaugural Donna M. Christensen Lecturer. The

inaugural lecture will be presented during CERC's Fourth Annual Health Disparities Institute set for October 19-21, at Marriott Frenchman's Reef Resort on St. Thomas.

The Caribbean Green Technology Center in Action

The University of the Virgin Islands Caribbean Green Technology Center, in collaboration with the VI Water and Power Authority hosted a signature event, the CARILEC Renewable Energy Forum. The event, designed as a call to action for decision makers across the region, took place on Sept. 20-21, at St. Thomas' Sugar Bay Resort. The Forum was part of the Caribbean Electricity Utility Services Corporation's (CARILEC) annual series of conferences. CARILEC is comprised of regional electric utility companies, independent power producers, manufacturers and suppliers.

The theme for the forum was "Caribbean Integration: An Electric Utility Energy Diversification Strategy in a Challenging Global Environment." Presentations were given on topics such as climate change; driving renewable energy development through policy and regulation; integrating renewable energy resources into the electricity grid; power purchase agreements; resource assessment and project development; and resource integration. Meeting attendees represented approximately 30 Caribbean countries.

Through its collaboration with Brookhaven National Laboratory, the Center also sponsored a three-day training session for high school science teachers in the Virgin Islands. Representatives from Brookhaven instructed the teachers on strategies for making their courses more relevant and engaging for their students.

Featured Academic Area: College of Science and Mathematics

Last academic year, I established the Presidential Appreciation Award to recognize Components which had made significant strides toward impacting the direction of the University. The recipients of the first three Presidential Appreciation Awards were Institutional Advancement, Information and Technology Services, and Administration and Finance, all Components whose leaders are Cabinet members. As we begin a new cycle of Board meetings in a new academic year, I have elected to broaden the reach of the recipients of the Presidential Appreciation Award.

The College of Science and Mathematics is featured in this President's Report not only because of the significant and impactful work done within the College during the reporting period, but also because of the consistent, impressive, and far-reaching strides achieved by the College over the past several years.

This past summer was a busy one for students in the College of Science and Mathematics. Just over 50 students participated in summer research programs: 24 College of Science and Mathematics and four College of Liberal Arts and Social Sciences (CLASS - Psychology) students participated in *external* summer research or internship programs (non-ECS (Emerging Caribbean Scientists) summer research programs). During that same period, 25 College of Science and Mathematics students participated in *internal* summer research programs (ECS summer research programs including SURE (Summer Undergraduate Research Experience), SSRI (Summer Sophomore Research Institute), and CCAM). These students presented 17 summer research projects at the 9th Annual Summer Research Symposium on July 29, 2011.

The research opportunities noted above is representative of a tradition that the College of Science and Mathematics has developed over the years. One of the ways

this has been done is through the development of collaborations with other UVI units, in particular the College of Liberal Arts and Social Sciences, the School of Nursing, and more recently, the School of Education. This has resulted in the formation of the Emerging Caribbean Scientists (ECS) Programs, which primarily focus on activities that directly involve students. Students are chosen through a competitive process to become ECS Scholars who participate in a variety of activities both on and off campus. A select number of ECS scholars are provided with academic year support, and engage in a research project with faculty mentoring. These students are required to maintain a GPA above 3.0, and attend seminars and workshops during the academic year in addition to their research project.

The ECS program in the College of Science and Mathematics also provides summer research opportunities. In addition to funding students for work with faculty on and off campus, the ECS program offers two structured summer research activities: *Summer Sophomore Research Institute (SSRI)*; and *Summer Undergraduate Research Experience (SURE)*. The six-week Summer Sophomore Research Institute (SSRI) targets students, predominantly rising sophomores, with GPA of 2.0 or above. During the summer, the students work with faculty mentors on research, and attend workshops that focus on research methods, presenting research, research topics of interest and research issues. The eight week Summer Undergraduate Research Experience (SURE) targets students with GPA of 3.0 and above. These students also work closely with a research mentor. SSRI students persist in Science, Technology, Engineering, and Mathematics (STEM) at a rate of approximately 85%, while the SURE students persist at a rate of approximately 92%. In addition, results from attitudinal surveys show that 92% would recommend the summer program to another student.

In summer 2010, for example, over 40 students from the Colleges of Science and Mathematics and Liberal Arts and Social Sciences participated in extramural summer research experiences. When combined with the students who received internal summer research experiences, the total number of students participating in summer research last summer was approximately 65. When added to this summer's numbers, that total increases to 119.

The overall goals of the co-curricular programs at the University of the Virgin Islands College of Science and Mathematics include increased interest in and increased persistence in STEM. There is evidence of success. Interest in scientific careers has been growing tremendously: since 2001 the number of undergraduates in the College of Science and Mathematics has grown 73%; in the last 5 years the number of bachelor's degrees earned by students of color in STEM and Psychology has increased 47%; in the last 10 years, 28 STEM alumni have earned PhDs in STEM fields, 15 MD, 1 DDS, 2 JD and 2 PharmD degrees. These results are very impressive due to the fact that nationally the number of students of color entering STEM fields have remained relatively flat. Thus UVI, through the efforts of the College of Science and Mathematics is a national leader in its ability to attract and graduate students of color in STEM fields.

UVI alumni have earned PhDs in STEM from institutions such as New York University, University of Michigan, Emory University, University of Rochester, Carnegie Mellon University, Vanderbilt University, Columbia University, University of Georgia, Brown University, Boston University, University of California-San Diego, University of California-Davis, University of Wisconsin, Howard University, Purdue University, and University of Arkansas at Fayetteville.

Under the effective leadership of Dean Camille McKayle, the College has continued to produce excellent students, active faculty, cutting edge Centers and valuable institutional leadership. I am honored to highlight and congratulate the faculty, students and leadership within the College of Science and Mathematics.

PART II: MAJOR ACCOMPLISHMENTS PRESENTED WITHIN THE FRAMEWORK OF THE SEVEN MANAGEMENT VALUES

In presenting major accomplishments for the reporting period within the framework of the Seven Management Values, a brief summary statement of the focus of each management value will be provided followed by associated accomplishments. For accomplishments that represent an achievement of one of the strategic objectives of VISION 2012, the particular strategic objective will be identified in brackets at the end of the accomplishment statement.

Management Value I: High Performing Institution with a Focus on Quality

At the core of this management value is the recognition that time and quality are our greatest assets. As such, during the reporting period, the University sought to deliver programs and services to: reduce the turnaround time to complete normal institutional operations and requests; create systems to ensure the development of accurate, complete, and consistent documents; and, identify areas of potential or existing vulnerabilities and develop strategies to address the vulnerabilities. Selected accomplishments that demonstrate recognition of the importance of time and quality follow.

- ❖ On September 1, 2011, the School of Education submitted the final draft of its Conceptual Framework to NCATE for its approval. This document must be approved by NCATE before the unit is granted candidacy status. NCATE's review will be conducted in mid October, 2011.
- ❖ Faculty, both teaching and research, engaged in significant scholarly activity during the reporting period. Some of the faculty research has been accepted for publication; and others were presented at national and international conferences. Highlights are noted below.
 - Research and Public Service continue to show the quality of work being conducted by its many accomplishments through publications and other presentations. The Center for Marine and Environmental Studies (CMES) had two manuscripts published, made two presentations and had four professional reviews, and the Cooperative Extension Service (CES) participated in the publication of two books. CES also continues to publish its quarterly newsletter, *From the Ground Up*, which highlights some of the educational activities that CES offers to the community.
 - Dr. Wayne Archibald received the Leadership Development Institute (LDI) fellowship implemented by the Quality Education for Minorities (QEM) Network with support from the National Science Foundation's Historically Black Colleges and Universities Undergraduate Program (HBCU-UP). As part of his fellowship, Dr. Archibald attended Major Research Instrumentation (MRI) workshop in Atlanta, GA and the CAREER workshop in Albuquerque, New Mexico and spent 10 weeks at Harvard University in the School of Engineering and Applied Sciences (SEAS) doing research on materials for fuel cells.
 - In July, Dr. Sandra Romano was one of 32 participants in the Summer Workshop in Genomics funded by the National Human Genome Research Institute (NHGRI) at the NIH. Dr. Romano spent five days at the NIH campus in Bethesda, MD learning about current and future research coming out of the

Human Genome Project as well as learning about NHGRI resources and support for students interested in biomedical research.

- Dr. Don Drost developed a lab manual for Science 100: **Drost, D. (2011).** "Lab Manual for Science 100, 7th Edition." Published on line for Science 100 classes at UVI. Preparation funded by NSF-ERP grant.
- Dr. Vincent Cooper, College of Liberal Arts and Social Sciences (CLASS), presented a paper on Derek Walcott's production of his world premier musical, "Marie LaVeau" in the UVI Little Theatre (Fall 1979), at the Caribbean Studies Association.
- Several faculty members in CLASS, from the English and Modern Languages Department, were involved in the production of The Caribbean Writer, Vol. 25, the Silver Anniversary issue, published in summer 2011. The editor of the volume, focusing on Haitian culture, was Opal Palmer Adisa. Dr. Dolace McLean served on the Editorial Board. Dr Vincent Cooper translated an essay on Haitian art into English. The following faculty each contributed at least one Book Review: Dr. Robin Sterns, Dr. Patricia Harkins-Pierre, Prof. Valerie Combie, Professor Gillian Royes, and Dr. Dolace McLean.
- Prof. Valerie Combie was invited to become a member of the Teacher Inquiry Community, sponsored by the National Writing Project, to train teachers in promoting teacher research in schools. She engaged in action research and conducted inquiry on how students study and the results. The research paper is titled "*What Happens When My Students Revise and Edit Their Writing?*"
- ❖ Other faculty engaged in community-related service activities related to their professional fields of study. Specifically,
 - School of Nursing faculty member Janzie Allmacher developed and presented a 2-hour seminar on Standard Precautions and "Mommy, I Feel Sick: Common Childhood Medical Conditions" for teaching staff at Queen Louise Home Early Head Start.
 - During summer 2011, Dr. Harkins-Pierre (CLASS) completed writing the lyrics for a series of songs for mothers and children, which Caribbean gospel artist Glenworth Pierre has recorded. She and Mr. Pierre premiered two of the songs at a local church on St. Thomas, "House of Refuge;" the first, "Look Up, Not Down" in August and the second, "Praise Song of the Animals," in September.

- In September 2011, Dr. Vincent Cooper (CLASS) delivered a lecture to the St. Thomas Historical Trust organization on the history of Virgin Islands English Creole.
- ❖ Students continued to make great strides in the area of scholarship during the reporting period. Specifically:
 - Three UVI MMES graduate students presented at the Association of Marine Laboratories of the Caribbean meeting in San Jose, Costa Rica; May 2011. Two students made oral presentations and one presented a poster. One student (Shruti Arora) won a best poster award.
 - Nursing students who have been certified in human subject's protection and HIPPA are currently involved as data collectors with the Caribbean Exploratory Research Center.
- ❖ Twelve (12) students participated in the *Math Behind the Science* summer bridge program sponsored by the NSF HBCU UP, NIH MARC Curriculum Development Grant, and J. Raymond Jones Foundation. This program included 2 teaching assistants, 7 recent high school graduates, and 3 remedial math students. At the completion of the program, 50% tested at calculus readiness, 30% tested at trigonometry readiness, and 20% tested at pre-calculus readiness.
- ❖ The Information Literacy planning initiative continued during summer 2011. To date, the following documents have been developed: draft *Information Literacy Mission Statement*, *FDS100 Competency Standards, Objectives, and Outcomes*; *FDS100 Outline for Instruction*, which were approved by librarians during summer 2011. FDS100 Information Literacy Competency Standards document was shared with FDS instructors at the FDS planning workshop on St. Thomas July 19, 2011. All FDS documents were shared with the FDS coordinator on St. Croix during summer 2011. The process of collecting faculty feedback on both

campuses will be continued during AY2012 as the draft curricula is piloted on St. Croix for fall 2011.

- ❖ To continue to improve the redundancy and efficiency of the University network systems, Information & Technology Services instituted SANS (System Admin, Audit, Network, Security) Institute security standards with associated policies devised, for server and remote access. With these standards in place, UVI network hardware is setup based on industry recommendations while policies exist to govern how employees, students and contractors connect to its services. ITS also performed a second Disaster Recovery Test during May's intersession on UVI's firewalls on both campuses. The firewalls prevent unauthorized access to University systems and data that are on the network. There are four firewalls, a set of two on each campus. In the firewall set, one acts as a secondary failover unit in case the primary unit becomes inoperable. The test consisted of disconnecting each firewall unit, one at a time, and observing the results. The test proved successful after the first attempt. The University community did not experience any interruption in service during the test. Test results were documented.
- ❖ Information & Technology Services upgraded the Banner application hardware, software, database version and operating system. The Banner hardware was upgraded to new IBM technology; the latest software release available from the vendor (SunGard) was simultaneously upgraded as well as the Oracle version and AIX operating system. This places UVI in line with vendor support agreements, eliminating unsupported hardware and software versions.

- ❖ The use of the St. John Academic Center continued to grow during the summer and fall sessions. Preliminary enrollment data for fall 2011 shows an increase of 10 students (or 33%) over fall 2010 numbers. In addition, persistence for students from St. John rose from 57% to 59%. Although it is too early to determine whether this gain can be credited to the new Center, the numbers are encouraging. Results of the data collected show that in May, eleven students utilized the Center for 34.27 hours on average; In June, sixteen students utilized the Center for 138.20 hours; and in July, ten students utilized the Center for 101.31 hours on average. There was a decline in May because the Center was closed for two weeks during intersession. Eleven classes, attended by 8 students, were scheduled during summer 1 and summer 2.
- ❖ The Security Department on the St. Thomas campus provided ongoing training opportunities to improve the performance capacities of Security Department personnel, thereby enabling officers to effectively respond to campus incidents and emergencies. Below is a synopsis of trainings and other initiatives designed to achieve these goals: **[2.A.5]**
 - Several security trainings were conducted in the month of June including the following: Officers were given report writing training and crime classification updates; Officers Akeem Charleswell and Roderique Leslie attended The Gang Seminar & Training, conducted by The Department of Education School Security and The Department of Homeland Security; and Chief Pullen conducted a Resident Assistant (RA) training with the Upward Bound Resident Assistant (RA's) and with the Student Housing and Judicial Affairs personnel.

- On June 22, 2011 Security Officer Kimba Enrique, successfully completed the Virgin Islands Police Academy Training and graduated with Peace Officer status. The Security Department now has two Peace Officers on staff.
 - In July 2011 Captain John Payne and Peace Officer Theodore Glasford, Sgt. Wilmond Wattley, and Sgt. Barbara Maynard attended a two-day Bomb Threat Training conducted by VITEMA.
 - In August 2011 Chief Pullen, Captain John Payne, Sgt. Maynard and Wattley; and Peace Officer Glasford attended a Homeland Security Training for Incident Command and Disaster Recovery. All received certification from this training.
 - In August 2011 Security Supervisors Maynard, Glasford, and Wattley received hurricane preparedness training and updates as they relate specifically to campus security. Also, during the month of August, supervisors conducted individual shift training and updates on security protocols.
- ❖ During the reporting period, the St. Thomas Campus Security Department initiated a project to upgrade and enhance campus security systems. ADT Security Services was contracted to repair, improve, and enhance the security camera systems. The Security Department, along with the Physical Plant ITS, remodeled the Security Dispatch Section to enable the dispatcher and supervisors to better monitor the campus utilizing the enhanced camera equipment that was installed. **[2 B.2]**
- ❖ Several search committees completed the review of applications for vacancies on the Albert A. Sheen Campus. Positions successfully filled prior to the hiring freeze included the Business Assistant (textbook buyer) position in the Bookstore, a custodial position, and the Physical Plant Supervisor.
- ❖ The federally funded College Access Grant Program, in collaboration with the VI Board of Education, awarded \$1,000,000 in scholarships to students across the

Territory. Two hundred eligible students received \$5,000 awards, enabling them to attend any accredited, higher education institution of their choice. Additionally, jurisdictions cannot create a system of preferential treatment for the use of scholarship awards. As such, and in keeping with the guidelines outlined, more than 44% of the students awarded scholarships selected UVI as their higher educational institution of choice. All other awardees chose to attend higher educational institutions on the U.S. mainland.

- ❖ The Virgin Islands Government retained *CIGNA HealthCare* for health, dental and prescription drug program; *Aetna Life* for Basic, Dependent and Supplement Life Insurance; and *The Standard* for Vision Care, effective October 1, 2011. CIGNA will provide funding in the amount of \$200,000 each year for five years towards wellness initiatives and will open two Health Improvement Centers, one on St. Thomas and one on St. Croix. The Board negotiated two endowed four-year scholarships to UVI's School of Nursing at a level of \$6,250 per student per year. Scholarship recipients must agree to work in the Territory for four years after graduating, with a preference for working in the Health Improvement Centers. Additionally, for FY 2011-2012 UVI's contributions to health, life and vision costs were slightly decreased. [2.A.3]
- ❖ Web Time Entry (WTE) – Web Time Entry is a Banner system process which provides for electronic approval of time. Its benefits include reduction of Organizational Time Sheet (OTS) computerized paper reports; increased accuracy of time reporting; enhanced data integrity; and a significant reduction to payroll processing time. The Departmental Time Entry was selected because it closely mirrored the current paper time entry process. On June 6, 2011 a pilot

group of participants tested and documented questions and concerns during six weeks of training. Of the nine departments that participated in the WTE training, five departments were successful in going live for September payrolls. [2.A.3]

- ❖ The Public Relations and Development offices collaborated to publish the inaugural issue of *Philanthropy and You*, in August, 2011. The newsletter features the stories behind the transformative gifts made to the institution. The first issue highlighted the philanthropy of Judge James Carroll III and his wife Celia Carroll, who have established the Jason Carroll Memorial Scholarship Fund in memory of their son. Also featured was the historic pledge of a \$5 million gift to UVI by entrepreneur Kiril Sokoloff, who heads the asset allocation and investment research firm 13D Research, a tenant of the UVI Research and Technology Park. The publication was disseminated to UVI trustees, donors, EDC companies, and alumni; faculty and staff on both campuses and the entire student body. The Public Relations office also partnered with Alumni Affairs on a contest for the naming of the new UVI Alumni E-Newsletter; there were over 300 entries. Alumna Colleen William, '83, '97 entered the winning name, *The UVI Alumni Chronicles*. The e-newsletter will be published later this year.
- ❖ The Public Relations Office secured regional and national coverage on UVI events and programs including the 17th Future Global Leaders Institute; Small Business Week; UVI Residential Summer Bridge Program; HTA/CELL alliance to provide safer, healthier workplaces for hospitality workers; UVI Board of Trustees meeting; NIH grant of \$1.5 Million for MARC program; approval of \$60 Million HBCU Loan for capital projects; video conference classes available at the St. John Academic Center for fall, 2011; new contracted services available from

SBDC; opening of John Brewers Bay restroom facilities; recipient of Small Jobs funding; unique underwater video series on TV2; the Caribbean Writer's 25th anniversary; UVI students' achievements; gifts made to UVI; naming of the Congresswoman Donna Christensen Health Disparities Lecture series; and climate models and research.

Management Value II: Service Oriented

At the core of this management value is the recognition that the University's ultimate client is the student. In addition, this service principle applies to how components, divisions and departments interact with and respond to requests from each other and other stakeholders. To this end, the University sought to improve the way in which programs and services were delivered by developing processes: 1) to include training, that result in the substantial reduction of customer complaints; 2) to enhance customer satisfaction with programs, services and products; and 3) that send a substantial message to customers that they are special.

- ❖ The Cooperative Extension Service (CES) continued with its aggressive media promotions of all its programs. *Agriculture on the Grow* is heard weekly on Saturdays from 8:00 – 9:00 a.m. on 107.9 FM. Twenty-one (21) shows have been aired. [4.D]
- ❖ CES engaged in extensive community outreach, to include the following:
 - conducted seven computer training courses to 133 participants;
 - provided educational outreach to Head Start, senior centers and several elementary and high schools focused on healthy eating and prevention of obesity;

- assisted low-income families in acquiring information and skills to provide nutritious and healthy meal; and,
- accommodated over 190 youth on St. Thomas and St. Croix, ages 5-14, in a variety of activities during the six-week program which included writing, mathematics, nutrition/cooking, robotics, science exploration, computer technology, sewing, agriculture, marine exploration, healthy lifestyle/good decision-making.
- provided service (Assistant Director) to the Governor's Children and Families Council, Early Childhood Advisory Committee, where emphasis is placed on "Strengthening Families across Agencies;" and staff gave a presentation to the CYFAR Advisory Council based on information received at the National CYFAR Conference in Chicago, Illinois in April which focused heavily on military families. **[4.D]**
- ❖ CES is partnering with the College of Science and Mathematics and the School of Nursing on a project funded by the UVI Foundation (Centers of Excellence) to establish a Center for Complimentary and Alternative Medicine (CCAM). This two-year pilot project began during the 2011 summer session under the direction of the project Principal Investigator, Dr. LaVerne Brown, UVI chemistry professor. As part of its pilot project goal, CCAM is investigating the trends, efficacy and challenges associated with the use of alternative and complementary medicine. During the first two years, the project is focusing its investigation on diabetes with three teams conducting the research. UVI nursing staff and students (STT-STX) have begun a community survey of alternative treatments used by diabetes patients. Alternative plant treatments identified by the surveys are tested by the chemistry and immunology team. **[4.B]**
- ❖ The CES Herbarium restoration team is improving the value of the CES herbarium as a resource that can support CCAM research efforts, as well as

meet regional requirements for the storage of plant specimens for scientific and cultural reference. In 1982, CES established the herbarium on St. Thomas as part of a resource management project conducted by several agencies and institutions such as the V.I. National Park, V.I. Department of Planning and Natural Resources, U.S. Geological Survey, New York Botanical Garden and the Smithsonian Institution. However, the herbarium lacked a curator or someone to maintain the valuable collections which are prone to environmental damage. The participation of CES in the CCAM project has provided the opportunity to determine the current integrity of the collections. Two CCAM students completed a herbarium inventory and helped design a database during the summer session. The CCAM inventory concluded that the herbarium houses over 1800 specimens in 14 separate collections from 1969 to 2001. New York Botanical Garden sponsored 13 scientific expeditions to the Virgin Islands that donated over 1000 specimens to the herbarium. There are over 250 VI medicinal plant specimens in valuable ethnobotanical collections (1970s-80s), with information provided by informants who are deceased. CES Pest Management Specialist, Dr. Jozef Keularts, determined that a type of dermestid beetle destroyed about 10% of the herbarium specimens. The team assessed and improved the preservation of the collections, updated the hardcopy catalog, and conducted a search for a suitable database format that included contacts with the Fairchild Tropical Botanical Garden, the Virtual Herbaria Project and local experts. **[4.D]**

- ❖ The VI-SBDC Small Business Week program continues to be a model for serving the community through cooperation and collaboration. Almost 400 people participated in the annual celebration which recognizes the contributions local VI

businesses make to the economy. During the course of the week the SBDC accomplished the goals of providing exposure for local businesses that are contributing to the economy of the Virgin Islands; enhancing community access to information; and providing expertise related to starting and growing a business and increasing visibility of the VI SBDC brand. The success of the events held on both St. Thomas and St. Croix, was the result of team effort, a strong marketing campaign, quality training programs and collaboration with community partners. There were a total of 218 attendees for the series of training programs (St. Thomas - 146; St. Croix - 72). This year's partners included the U.S. Small Business Administration, Choice Communications, First Bank Virgin Islands, The Gumbs Group, LLC and MLB Creative. **[4.C]**

- ❖ Information & Technology Services implemented a fully-functional auto-attendant at the Service Desk in July. The auto attendant is automated call technology that answers calls and provides the caller with options for choosing the department to which they wish to connect. Users get a quick answer for certain types of questions (hours of operations, the number for directory assistance and an option to speak with a helpdesk agent). Calls are routed efficiently and customers are directed to the best method or staff member to assist them. The auto-attendant was implemented in conjunction with Web Top Desk (the online Helpdesk logging system), which can now be accessed through mycampus.uvi.edu and is where users can log IT helpdesk requests online. They can also make use of the ITS knowledgebase located under the shortcuts window. The knowledgebase is designed to assist users in solving their own technology challenges. The process is effortless, user friendly and simple.

- ❖ The upgrade of the videoconference classrooms on both campuses was a high priority for the Component during FY2011. A three-day external review of videoconference rooms (both campuses) was completed by a selected vendor and UVI faculty, technicians and staff. The staff and vendor worked together to develop a list of recommendations for improvement that were shared with the Academic Technology and Library Committee in February. A performance assessment of the videoconference systems and network was also completed to assure that any new equipment that was purchased would perform at an optimal level. The major changes recommended included: High-definition Polycom cameras for the large classrooms, 63" LCD monitors for NWW 103 and EVC 713, as well as Crestron control units for 12 classrooms on the two campuses and St. John to improve ease of user operations in these rooms. Equipment was ordered and installation begun July 26, 2011 and will be complete by the end of September 2011. This project was funded by Title III, the Student Technology Fee and Plant dollars allocated by the Office of the President.
- ❖ The University Libraries hosted the International Federation of Library Associations (IFLA) Acquisitions and Collection Development (ACD) pre-conference on the St. Thomas Campus, August 10-12, 2011. IFLA is the leading international body representing the interests of library and information services and their users around the world. It is the global voice of the library and information profession. The IFLA-ACD meeting is one of 14 satellite sessions held in advance of the 77th IFLA World General Congress which is to be held August 13-18 in San Juan Puerto Rico. Other satellite-hosting countries include

Guatemala, Cuba, Barbados, Jamaica and Puerto Rico. The IFLA-Genealogy satellite meeting is also being hosted on St. Thomas, USVI during this time.

- ❖ The St. John Academic Center partnered with the St. John Community Foundation to host a month-long Life Skills and Career Exploration Program funded by the Department of Labor. The target audience for the program was 14-year old youth. Ten St. John rising 8th and 9th graders utilized the Center's large classroom for 1-2 hours daily for the month of July to gain knowledge and practice workplace skills; additionally, they started developing their Career Portfolio's.
- ❖ Information & Technology Services technicians, José Negron and Erik Pattison performed their 2nd annual outreach/community service to our neighborhood elementary school, Gladys Abraham Elementary School by judging the school science fair. The technicians use the opportunity to encourage students to think about careers in STEM by conversing with students about careers in information science.
- ❖ The Reichhold Center facilitated an intense master class with the Aspen Santa Fe Ballet. This master class was open to the public and included over 40 participants from junior high school to adults.
- ❖ The Reichhold Center partnered with the School of Visual Arts and Careers to create a short animation project based on local folklore. The project will be completed in January 2012.
- ❖ During the reporting period, Student Affairs on the Albert A. Sheen campus continued to provide training opportunities and both direct and support services to students. These include:

- On July 9-10, 2011 and September 24, 2011, the College Access Challenge Grant program sponsored a *Scholarship Workshop Retreat for the UVI Upward Bound students*. The goal of the weekend retreat was to help the rising junior and senior students in the Upward Bound program prepare and launch a successful scholarship search. There were a total of 27 students at the sessions, 16 from St. Thomas and 11 from St. Croix. Throughout the intense, two day workshop, students worked on essays, researched scholarship websites, created a scholarship resume and organized their college admissions and scholarship information. The sessions were facilitated by Marianne Ragins, president of The Scholarship Workshop, LLC. Ms. Ragins is also the author of the highly successful *Winning Scholarships for College: An Insider's Guide and College Survival & Success Skills 101*.
- During August 14-19, 2011, approximately 140 students participated in the New and Transfer Student Orientation Program. Students were afforded the opportunity to meet UVI's administration, deans, faculty, staff and student leaders. Students were also afforded the opportunity to interact with the founder and president of Success by Choice Inc. Mr. Marlon C. Smith, who served as the keynote motivational speaker, during the new student orientation received the highest student satisfaction rating level. As a special incentive, students who arrived early to the orientation program received an autographed copy of the author's book entitled, "Living with Purpose: 40 Days to Empowering You and Your Family." The overall orientation program was evaluated by 134 of the 140 students who attended. More than 88% rated their overall orientation experience in the categories ranging from "satisfactory", "very good" to "excellent". The highest percentile rating was realized in the category identified as "excellent". Institutional orientation programming is widely believed to contribute positively to student retention rates, and assist with their transition to college life.
- On Wednesday, September 28th on St. Thomas at UVI's ACC Building and on Thursday, September 29th in St. Croix at UVI's Great Hall, the College Access Challenge Grant Program in collaboration with the Office of the Delegate to

Congress, Donna M. Christensen hosted the Territory's *first*, "Military Academy Fair". Collectively, approximately 300 participants attended these sessions throughout the Territory. The purpose of this event was to familiarize Virgin Islands students, parents, guidance counselors and the community with the application and nomination process for applying to the nation's five military service academies. The Service academies provide opportunities for qualified men and women to receive a college education. They offer appointments to highly qualified individuals who meet eligibility requirements and show evidence of character, scholarship, leadership, physical aptitude, medical fitness, goals and motivation. The five service academies represented were the U.S. Merchant Marine Academy, the U.S. Military Academy (West Point), the U.S. Naval Academy, the U.S. Air Force Academy and the U.S. Coast Guard Academy.

- ❖ The Hispanic Heritage Planning Committee on the Albert A. Sheen campus developed a schedule of activities to be held during the 2011 Hispanic Heritage Month, scheduled from September 15 to October 15. Two events held in September included a kick-off celebration offering a complete Hispanic lunch menu at the Cafeteria on September 15th and a panel discussion on September 29th. The distinguished panelists included professionals. Sen. Nereida Rivera-O'Reilly, Mr. Kwame Garcia, Mr. Carmelo Rivera, and Dr. Robert Centeno. Topics discussed respectively included family matters, education challenges, labor issues, and health concerns impacting the Hispanic population.
- ❖ During the reporting period, Student Affairs on the St. Thomas campus continued to provide training opportunities and both direct and support services to students. These include:
 - On the St. Thomas campus, over 250 prospective new and transfer students, along with 50 parents, participated in a three-day Orientation Program. The

theme for fall orientation was “Get Connected” and students were encouraged to connect to UVI resources such, administrators, faculty, staff and other students on the St. Thomas Campus. Author and motivational speaker Marlon Smith presented the keynote address focused on “Living with Purpose” to achieve success. Workshop presentations focused on a wide range of topics, including financial aid, banking, health and wellness, safety, drugs polices and prevention, social activities. In addition, both parents and students were treated to a campus tour while only students received an island tour.

- On the St. Thomas campus, Counseling, Career and Disability services were provided to students during the reporting period. The Counselor held 32 follow-up appointments and a one-time session. Issues surround anxiety, relationships, and conflict with professors. Career advising was conducted to assist students with choosing a major and 14 Interest Inventories were administered. In addition, the Counselor maintained follow-up and counseling on an on-going basis for nine (9) students with special needs related to learning disabilities, physical disabilities and medical conditions.
- A Health and Wellness Day was held in September at the Sports and Fitness Center to increase health awareness. UVI Students, faculty, administrators and students as well as community supporters took advantage of the free health screenings and information that was being provided. UVI Departments and programs were also present. Participating from UVI were Center for Complementary and Alternative Medicine (CCAM), Caribbean Exploratory Research Center; UVI Nursing Sophomore Students who provided blood glucose and blood pressure testing; UVI American Psychology Association; VIUCEDD, the Virgin Islands University Center for Excellence in Developmental Disabilities, and UVI Wellness Center conducted free exercise classes. There were also representatives from the larger community, including HOPE Inc., HIV who provided HIV testing for a total of 82 individuals. Other health vendors, including one based in Puerto Rico,

- attended and presented either demonstration sessions or services related to Blood Glucose, blood pressure, nutrition, and weight management. [1.E; 4.B]
- A total of 689 individuals who were seen at the Health Services on the St. Thomas campus either by the nurse or campus physician during the reporting period. Of that number, 630 were students.
 - The Student Activities Center in conjunction with Student Housing sponsored this yearly tradition to welcome new students to campus in a friendly competition of song and dance. This year's event occurred on John Brewer's Bay and approximately 60 students attended the event in the evening. In the end, the student group "The Warriors" of South Residence Hall won the competition with their sorority-like stroll and energetic dance performance.
 - Leadership training opportunities were provided to Executive Board Members and advisors of registered clubs and organizations. The workshops were conducted by Student Activities supervisor Mr. Melvin McBean; Associate Vice President for A&F, Shirley-Lake King presented one session. [1.D]
 - ❖ Effective August 1, 2011, new hires were able to enroll on-line through the University's TIAA-CREF micro-site at www.tiaa-cref.org/uvi. The TIAA-CREF representative is working with ITS and the Accounting Department to streamline the University's electronic retirement contribution data to a more effective information access system for participants. The same process is being done for GERS as well. GERS is in the process of updating their data management system to keep more accurate participant information. [2.B.5]
 - ❖ On August 18, 2011, the HR Director and Associate Director conducted a modified in-house Sexual Harassment Awareness training for the full-time faculty who joined the University in fall 2011. [2.B.5]

Management Value III: Uncompromised Integrity

At the core of this management value is the aspiration that our individual and collective integrity are never compromised. As such, during the reporting period, the University sought to improve the way in which programs and services were delivered by providing ethical training to personnel, particularly in areas where ethical dilemmas often occur and creating systems of checks and balances to allow for the detection of unethical behavior.

- ❖ Information & Technology Services continues to focus on implementing an identity management system to automate the process for assigning user accounts and access to relevant systems. This was identified as a priority to remediate University risks. To date, an environment for testing the connectivity and relationships of various systems needed for identity management at UVI has been established. UVI's Active Directory (AD) has been replicated to the test site, which is remotely hosted. User account creations in the ForeFront Identity Management system after initial creation in Banner, as well as that of the AD and Exchange mailboxes will also be tested. Fields needed to fully leverage AD for the project were added to the local configuration. Policies for driving the system were devised in conjunction with Human Resources and Access and Enrollment Services, who respectively drive the employee and student account creation process. A security question policy was also approved, which will be implemented allowing users to answer pre-selected and answered questions when locked out of the system. This will allow for self-service of the user authentication, expiry and password change process. Final rollout will be by December 2011.

- ❖ The Human Resources Director and the Associate Director attended the annual Society for Human Resources Management (SHRM) conference June 2011. The conference provided information on products, services, and best practice enhancements which were directly applicable to improvement of daily operations. One specific outcome was a review and comparison of background check providers. **[2.B.5]**
- ❖ All students are required to submit immunization records prior to their arrival on campus. For the 2011 fall semester, a total of 191 students living in the residence halls have completed their required immunization records. A total of 71% of on campus students are in compliance. The Health Services Center was aggressive in obtaining this information and used emails correspondence and other electronic means to reach students in order to update their files. These efforts will continue until all students on campus are in compliance. Health services also offered free vaccine distribution to students and this was a collaborative effort with the Department of Health Immunization Outreach Department. All health information is confidential. **[1.E]**
- ❖ The Health Services Center on the Albert A. Sheen Campus provided services to 780 clients. Confidentiality and compliance with HIPPA regulations were enforced to ensure the highest level of accountability professional integrity in handling patients' medical information. This number includes students, faculty, and staff. It includes health records updates, sick visits, consultations, and physical exams. Approximately 497 student records were updated. To date, the Health Services Center maintains a 95% compliance rate for submission of medical records of residents at the Delta M. Dorsch Complex. **[1.E]**

Management Value IV: Informed Decision Making

At the core of this management value is the commitment that decisions are made in a thoughtful, reflective, data-informed, and transparent manner. As such, the University sought to improve the way in which programs and services were delivered by: creating systems for including more information and feedback from key individuals in decision-making processes; creating processes for developing more comprehensive and reliable data in regards to key University operations; and developing processes or matrices for informed decision-making across the University.

- ❖ Information & Technology Services constituted a St. John student users group to guide the growth and development of the Center from a “student” perspective. The group developed a list of needs, resources and/or services they feel should be provided at the Center which would ultimately support their success. The group has started a *Facebook* page to connect with St. John students who are not utilizing the Center as well as to provide a venue for social networking of that segment of the UVI population. Recommendations from the group are under consideration.
- ❖ Several training sessions were held for student leaders across both campuses to provide guidance with respect to effectively carrying out leadership responsibilities. Key administrative personnel on both campuses participated in one or more of the training sessions, to include the Student Activities Supervisors and the Associate Vice President for Budgeting and Financial Analysis.
- ❖ On June 22, 2011, the Offices of the Associate Campus Administrator for Student Affairs on both campuses collaborated on putting together a joint staff training

retreat. The purpose of the retreat was to train staff in identifying and tracking trends among students the University. The training also aided staff members in knowing better how to use new information to identify suspicious student behaviors, assess potential threats, and make the appropriate referrals. One major topic focused on the growth and proliferation of gangs and violent behavior among youth in the Virgin Islands. As a result of this training, all staff members became more aware of the signs, symbols, and ideologies of gangs on both islands. Staff members were also able to better identify suspicious and irregular behaviors among students.

- ❖ The University processes approximately \$1.5 million in student refunds each year. In accordance with Title IV compliance mandates, tuition refunds must be processed within 10 days after financial aid is disbursed to a student's account. Student financial services staff began preliminary exploration of electronic tuition refunds to improve the student refund process and Title IV compliance. The Bursars on both campuses participated in two webinars on the subject.
 - Robert Chen attended a webinar on June 14, 2011 hosted by University Business Magazine. The Webinar was titled "A New Alternative for Student Refunds: The 'preloaded' debit card." It was presented by Nelnet Business Solutions and Citi Prepaid Services who have partnered to deliver refunds via a preloaded debit card.
 - Robert Chen, Yvette Taylor and LilyMae Durante participated in an on line webinar with I-Pay U Financial Literacy Program which facilitates the processing of student refunds through the use of a pre-paid debit card. The Master Card backed pre-loaded debit cards offer the same functionality of credit cards without over draft fees. Financial aid refunds would be made via direct deposits. Students would pay approximately

\$4.99 per month for use privileges. The initial card issuance is free. The replacement fee is \$5.00. In addition to the debit card functionality, I Pay U offers a financial literacy course to teach students how to be financially responsible. The financial literacy course can be mandatory or optional depending on University policy.

Management Value V: Fiscal Responsibility

At the core of this management value is the recognition that care must be taken in the management and growth of resources. As such, during the reporting period, the University sought to improve the way in which programs and services were delivered by: identifying expenditures that could be reduced without compromising the overall quality of operations; identifying duplicative services that could be eliminated; and identifying entities or operations that have the potential for increasing profits or becoming profitable and developing strategies to achieve such profitability.

- ❖ In this reporting period, the College of Science and Mathematics was awarded three grants, totaling \$3.3 million to support teaching and learning in the science, technology, education and mathematics (STEM) fields.
 - Two of the grants provide funding over a five year period: "A New Vision", funded by the National Institutes of Health's Minority Biomedical Support Research Initiative for Scientific Enhancement (MBRS RISE) Program in the amount of \$1.5 million; and "Comprehensive Approach to Retention and Persistence", funded by the National Science Foundation's Historically Black Colleges and Universities Undergraduate Program (HBCU UP) in the amount of \$2 million.
 - The third grant, "The Noyce Capacity Building Project: STEM Teach VI," provides \$300,000 over a two-year period. This grant will prepare UVI STEM majors to become high school science and mathematics teachers.

- ❖ Through various units within Research and Public Service (RPS), the University was awarded approximately \$5.8 million in grant funds during the reporting period. Specifically,
 - Dr. Zimmerman obtained two grants from the USDA Specialty Crops Block Grant program through the VI Department of Agriculture totaling \$50,000 each. The funds will support research on sweet potato and pitaya. As Co-PI with the University of Florida and three other state universities, Dr. Zimmerman was awarded a 5 year USDA Specialty Crops Grant for \$2 Million (\$125,000 UVI portion) to work on the subtropical muscadine grapes. **[3.D]**
 - Dr. Godfrey received a sub-award for \$29,326 as a collaborator with the University of Hawaii on a grant from the USDA-Office of Advocacy and Outreach to provide training for livestock producers in the Pacific islands. **[3.D]**
 - Stuart Weiss, Acting Agronomy Program Leader, received funding as part of an interdisciplinary research team with scientists at the University of Tennessee that will investigate sustainable biofuel feedstock production systems on a grant from the USDA Sun Grant Initiative for \$113,313 (\$30,500 UVI portion). The research will investigate the integration of legumes into bioenergy feedstock grasses for sustainable biomass production. **[3.D]**
 - CMES received funding for ECOHAB: CIGUAHAB: Ciguatera Investigations in the Greater Caribbean Region: Ecophysiology, Population Connectivity, Forecasting, and Toxigenesis. \$4,015,037 to several universities including UVI for 5 years. Co-PI T. Smith. **[3.D]**
 - CMES also received funding from the NSF: Education Research Grant: The use of creative problem solving as curriculum enhancement to improve cognitive, behavioral and social transformation in STEM retention, K. Engerman (CSM), D. Drost (CSM) and K. Alexandridis (CMES) (\$512,720 for 3 yrs). **[3.D]**
 - The Virgin Islands Experimental Program to Stimulate Competitive Research (VI-EPSCoR) in collaboration with Information Technology Services received

a \$1,000,000 grant from the National Science Foundation. The resources available through this grant will build capacity and redundancy in the University's cyber infrastructure that will enhance the University's ability to work with the UVI Research and Technology Park and provide the University with new and innovative options for working with the Virgin Island's Department of Education. [3.D]

- ❖ Information & Technology Services and Access and Enrollment Services worked together to implement the federally mandated net price calculator. It will be available by October 29th on the UVI web site http://www.uvi.edu/sites/uvi/Pages/Financial_Aid-UVI_Net_Price_Calculator.aspx. This allows students to determine the cost of attending UVI, prior to enrollment. Students can easily determine the cost of one school over another as they make decisions on which schools to apply.
- ❖ Information & Technology Services and EPSCoR received a \$1,000,000 grant award from the National Science Foundation for Cyber Infrastructure improvements. Funds from this grant will support the addition of fiber redundancy to all three islands and the Department of Education. Along with Heidi Alvarez of Florida International University, EPSCoR, and the Office of Sponsored Programs, ITS applied for this grant which will allow for infrastructure improvements for Cyber Connectivity. The grant is offered by the National Science Foundation (NSF), through the Research Infrastructure Improvement Inter-Campus and Intra-Campus Cyber Connectivity (RII C2) program. The American Recovery and Reinvestment Act (ARRA) of 2009 has enabled NSF to invest \$20 million in this effort to enhance broadband access for academic

research and the utilization of cyber-infrastructure consistent with each state's science and technology (S & T) plan. **[2.B.9]**

- ❖ Approximately 189 students enrolled in the deferred tuition payment plan totaling \$320,773 for the fall 2011 semester. A total of 88 students were enrolled on the St. Thomas Campus for a total of \$183,625 in deferred payments and 101 students were enrolled on the Albert Sheen Campus for a total of \$137,148.
- ❖ Plans for the electrical distribution system and repairs to the roof and guttering of the Melvin Evans Center are in progress. Spotts, Stevens, and McCoy Company, developed a strategy and scope of work for the electrical distribution system and UVI Campus Operations developed the scope of work for the roof and guttering work. A review of the proposals was completed and follow-up discussions with the lowest bidder, AT Construction Solution, LLC were completed August 31, 2011, regarding the electrical repairs. The proposal was processed for acceptance and the issuance of a purchase order is pending. The sole proposal received for the roofing repairs was within budget and came from a qualified vendor, Rooftops. A purchase order was issued to Rooftops on August 31, 2011. **[3.B]**
- ❖ On June 21, 2011 the University closed on a Capital Project Loan Agreement with the US Department of Education through the Historically Black Colleges and Universities Capital Financing Program. This loan provided \$44M to refund the General Obligation Improvement and Refunding Bonds Series 1999 and 2004 and \$16M towards the construction of a 30,000 sq. ft. 100-bed student resident facility on the St. Thomas campus and the construction of improvements for

teaching laboratories, classrooms, faculty offices, and conference rooms on the

St. Croix campus. [3.B]

- ❖ During the reporting period, the University issued 10 Requests for Proposals (RFP): [3.B]

No.	Title	Summary Description of Project
RFP 2011-03	Business Consultant	The University of the Virgin Islands, Office of SBDC issued a RFP for the development of a preferred contractor list to provide assistance in performing business counseling, training, technical assistance, research and other business related activities as needed for business clients in the US Virgin Islands. A proposal was received from Caribbean Institute for Training and Development and the proposal is being reviewed by the committee.
RFP 2011-04	St. Thomas campus Walkway Project	The University of the Virgin Islands invited licensed contractors to provide demolition and construction or replacement of concrete walkways, staircases, and railings, and installation of pathway lights and poles to the University of the Virgin Islands. Three proposals were received; after review, UVI entered into a contract with Neon Construction Enterprises, Inc.
RFP 2011-05	Capital Campaign Consultant	The University of the Virgin invited qualified firms/consultants to provide capital campaign consultant services to the University of the Virgin Islands. Four proposals were received and a contract was entered into with Marts & Lundy.
RFP 2011-06	Fiscal Responsibility Act Grant (SAFRA) Program	The University of the Virgin Islands invited qualified consultants to conduct a formative evaluation of the structure and function of the institution's Student Aid and Fiscal Responsibility Act (SAFRA) grant program. Three proposals were received. A contract was issued to Associates for institutional Developments, Inc.
RFP 2011-07	CERC – 2011 Annual Institute Event Management	The University of the Virgin Islands invited qualified business/event planners to assist with the planning, coordinating, and execution of its 4 th Annual Health Disparities Institute. Three proposals were received. A contract was entered into with 1Joshua Group, LLC.
RFP 2011-09	Design Build Management Services	The University of the Virgin Islands invited licensed contractors to construct a new 100 bed 30,000 gross square foot suite style student resident facility at the University of the Virgin Islands, St. Thomas campus. Four proposals were received and a contract was entered into with GEC,LLC.
RFP 2011-10	Upper Campus/Library ADA Accessibility Project	University of the Virgin Islands invited qualified respondents to RFQ201101 to submit proposals to provide general construction services to provide ADA compliant access to the Library and Upper Campus Building at the University of the Virgin Islands, St. Thomas campus. Three proposals were received; after review, a contract was entered into with Rumina construction, Inc.
RFP 2011-11	Upgrade of the Reverse Osmosis System	The University of the Virgin Islands requested licensed contractors to submit proposal to provide labor, material, equipment and supervision for the Upgraded of the Reverse Osmosis System, on the St. Thomas

No.	Title	Summary Description of Project
		campus. One proposal was submitted; after review, a contract was entered into with Poly Caribe Water System.
RFP 2011-12	External Audit Services	The University of the Virgin Islands requested proposals from qualified certified public accounting firms for external audit services. Three proposals were submitted and are being reviewed.
RFP 2011-13	CA Building ADA and Code Compliance Project	The University of the Virgin Islands requested licensed contractors to submit proposals for the CA Building ADA and Code Compliance Project, on the St. Thomas campus. Two proposals were submitted. After review, UVI enter into contract with Rumina Construction.

- ❖ The Office of Institutional Advancement secured the services of Marts & Lundy—the nation's leading capital campaign consulting firm—to conduct a feasibility study on the institutional readiness to launch a capital campaign in 2012. A report was presented at the June 2011 meeting of the UVI Board of Trustees and a working target has been determined. Marts and Lundy also won the follow-up bid to serve as campaign counsel. The firm was selected based on highly favorable cost projections and familiarity with the university and local communities.
- ❖ Institutional Advancement secured \$70,000 in major donations for the University's scholarship program: VI Paving, \$10,000; Cruzan VIRIL, \$40,000; and Scotia Bank, \$20,000.
- ❖ Utilizing UVI's online giving site, 212 donors contributed \$19,837.50.
- ❖ A Teupen Lift was purchased for the Albert A. Sheen campus to provide height and reach capacity to enable regular maintenance of tree pruning, adequate access for cleaning of gutters as well as replacement of outdoor solar and lamp post lights. All maintenance and grounds employees received training for use of the equipment on August 17, 2011.
- ❖ Utility vehicles were purchased for the Custodial and Security Departments on the Albert A. Sheen Campus. These purchases are intended to reduce annual

maintenance and gasoline expenses. The purchase of the Kubota 4wd utility vehicle from Florida Coast Equipment, Inc for the Custodial Department was selected for durability, preference for a diesel powered engine more suitable for high load transport of materials and lowest cost of the diesel models. Additionally, the Electro 4P Bubble Buddy from Gatormoto was purchased for use by security because of its suitability for person on-campus transport; increase security presence and visibility on campus. This electric utility vehicle is also environmentally friendly, closely aligned with the goals and objectives of UVI's "Going Green Initiative" of energy and resource conservation.

- ❖ On-campus housing was provided to several internal and external groups during the summer of 2011. Summer groups occupying the residence halls consisted of the Institute for Future Global Leaders, Upward Bound Program, The Campus Business Residency Program, the Law Enforcement Planning Commission and UVI Band Camp, Summer Bridge Program, as well as the St. Croix participants of the Youth Lifeline America football camp. A total of 242 persons were accommodated in the residence halls, generating revenues for room and board which totaled \$157,166. [3.A]
- ❖ Occupancy in the Residence Halls on the St. Thomas Campus is at 100% for fall 2011. There are a total of 270 residents, 185 females and 85 males, which generated \$408,602 in revenues. Five residents were exempted from the meal plan because of medical or religious reasons. For the remaining 265 students, \$550,465 in revenues was generated.

Management Value VI: Performance Assessment

At the core of this management value is the commitment to regularly evaluate and assess individual and unit performance based on articulated goals and objectives and that a system of rewards is established. To that end, the University sought to improve the way in which programs and services were delivered by: developing comprehensive methods for evaluating personnel; conducting performance assessments of all personnel; developing processes for evaluating units and programs; identifying and implementing non-monetary reward systems; and developing processes for linking performance to the Seven Management Values and VISION 2012.

- ❖ CELL has instituted a tracking mechanism for student outcomes assessment. All CELL students who take a course that leads to licensure, certification or other national or local credentialing are surveyed to determine if students are successful in becoming credentialed. Follow-up is conducted by telephone or through on-line surveys.
- ❖ As a means to measure the effectiveness and impact of the recent library renovations, Information & Technology Services is tracking the number of students that utilize the libraries and learning villages. Door counters were installed in St. Thomas for the 24/7 lab, the technology lounge (SW corner) and the main entrance of the library to track the number of students utilizing each facility. New counters were installed on August 2, 2011. The new learning village gate count as of September 1, 2011 shows 844 students visited. The 24/7 gate counter as of September 1, 2011 counted 175 entries into the facility. The St. Thomas Library entrance gate counter indicated 9240 customers came into the library from August 1, 2011 to September 1, 2011. [2.B.11]

- ❖ Information & Technology Services conducted a survey to evaluate the number of times each week that students from St. John have to ride the ferry to meet their educational needs on the St. Thomas Campus. This is to monitor the impact of the St. John Academic Center. Thirty-one (31) of the thirty-nine (39) St. John students registered for spring and summer semesters 2011 responded to the survey. The survey findings indicate that the majority, 61% or 19 of the St. John students ride the ferry 3-5 times per week to attend classes on the St. Thomas Campus. Twenty-nine percent (29%) or 9 students ride the ferry more than five times per week and 10% or 3 students take the ferry 1-2 times per week. This information will be used as a baseline to evaluate whether the existence of the Center will reduce the number of ferry trips per week. This is one of the measures in the grant funding the Center.
- ❖ The bookstore staff on the Albert A. Sheen campus successfully completed an annual inventory at the close of the fiscal year. Processes were developed and new staff received training in the evaluation of inventory reports and assessment of areas for continued growth. A spot check audit conducted by the Internal Auditor verified the inventory counts completed by the staff.
- ❖ The reigning, Miss UVI 2011-2012, Daniela Henry, competed in the HBCU Hall of Fame Black College Campus Queens competition held in Atlanta, Georgia during September 22-25, 2011. Ms. Henry ranked in the ***top five finalists*** out of 31 national competitors. This placement represents a significant achievement for the institution.

Management Value VII: Emotional and Spiritual Health

At the core of this management value is a commitment to nurture the emotional and spiritual well-being of all UVI personnel. Thus, during the reporting period, the University sought to improve the way in which programs and services were delivered by: convening training sessions or workshops on multiple intelligences as related to critical aspects of work across the University; developing systematic processes that allow administrative personnel to be more sensitive to the emotional and spiritual needs of personnel; and articulating approaches to effectively cope with work-related stress.

- ❖ On August 5, 2011, Information & Technology Services St. Thomas staff participated in an appreciation kickball game on UVI's soccer field to promote continuous teamwork amongst staff. The event was funded by the Chief Information Officer.
- ❖ The Campus Operations unit held its staff retreat on Friday, June 17th at the SBDC Conference Center. The retreat was attended by the entire Operations staff including the Bookstore, the mailroom, Student Financial Services, the ACAO and the Admin Assistant. The retreat, entitled "Putting the President's Management Principles to Work for Your Success," was facilitated by Malcolm C. Kirwan.
- ❖ The staff in the Division of Student Affairs (both campuses) participated in a staff retreat held at the UVI St. John Academic Center in July 2011. The Retreat was designed to help staff become energized and for them to obtain a sense of renewal of purpose. Topics covered at the retreat were: *How to Better Work Together across Both Campuses; The Need to Identify Gang Behaviors; and Assistance in Developing Division and Unit Goals.*

- ❖ The Human Resources departmental held its first retreat on June 17, 2011. The retreat began with sharing appreciation for the effectiveness of the team. The remainder of the day's focus was on team building, customer service, and review of strengths and weaknesses of current processes. Utilizing a facilitator, it was a rewarding day of discussion and ideas. Staff was engaged, open and contributed to discussions. **[2.B.5]**
- ❖ In response to the death of Professor Gene Emanuel, the Public Relations Office created a *Facebook* page where individuals can leave messages in his memory. The page has proved to be a significant outlet for members of the UVI community and the general public.