2025 –2030
**STRATEGIC PLAN**

# GRAND
# MOMENTUM

Charting A Course to Becoming
A GRAND Destination University
Grounded in Excellence

**University of the Virgin Islands**

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## MESSAGE FROM THE PRESIDENT

The University of the Virgin Islands (UVI) has made significant strides since its chartering as our community's College of the Virgin Islands (CVI) on March 16, 1962, and commendable advancements since being renamed the University of the Virgin Islands and being recognized as a Historically Black College and University (HBCU) in 1986. I remain grateful to the five Presidents who have proceeded me—especially Dr. Orville E. Kean who was President during my years as a UVI student 30 years ago. As I recently shared with Dr. Kean, I am because of him. Additionally, the fabric and magic of UVI, including our amazing faculty and staff, are the 'who's' and 'what's' that planted, nourished, and cultivated the seed that bore the fruits of my labor and many successes. I am forever grateful and committed to my alma mater by the sea. I am both excited and optimistic as we chart this new course, fortify our foundation and ourselves along this journey to becoming a destination education university in America's Paradise—known for par-excellence in teaching, research and service to our students, partners, and community.

The new strategic plan that will guide us on this journey, *"Momentum: Charting a Course to Becoming a GRAND Destination University,"* is built on previous successes and lessons learned, and on the hopes, and needs of all UVI stakeholders. We used a very intentional, inclusive agile strategic planning approach, to envision an institution where students and employees thrive, and that contributes to the community in measurable and meaningful ways. We imagined making the impossible possible for UVI and the U.S. Virgin Islands. This plan represents the collective voice of both internal and external stakeholders intended to guide bold actions, practical steps, and calculated risks necessary to position UVI as the premier higher education institution in the region and to transform UVI into a global leader in higher education, data science, public health, nursing, medicine, STEM education and research, marine science, blue economy, environmental health, hospitality and tourism, arts, innovation, creativity, and much more.

UVI is at the nexus of responsibility, opportunity, innovation, and commitment to community. We are our local, hometown university and simultaneously, a global destination for research and marine and environmental science. We are the USVI territory's #1 solution for workforce development across several sectors. We take this responsibility and opportunity seriously. This plan, affectionately called *GRAND Momentum* for short, will also provide the framework necessary to ground us in institutional values focused on courageous caring, efficiency, par-excellence, student-centralism, community and collaboration, partnerships and purpose, culture and traditions, first class customer service, data-based decision-making, discovery, and innovation. UVI is destined to, and for, GRAND-ness. The institutional values that will be intricately linked to this strategic plan and integrated in all things UVI will focus on the GRAND Momentum needed to get us to being #1 in the metrics that matter most to our students, employees, partners, and the public.

Our *GRAND* adventure will focus on the following strategic values:

**G**iving to and investing in our students and employees: our primary stakeholders. Institutional Advancement will focus its fundraising efforts on the identification, solicitation, and stewardship of its philanthropic partners. Board members, the President's Cabinet and Alumni will continue to serve as an example of how contributions fundamentally enhance the UVI experience. We will continue to grow relationships with our RT Park and EDC company sponsors. A major shift in fundraising strategy will be to seek out major US corporations and major US based philanthropic foundations who may have interest in our unique value proposition. We will also continue to work with individuals of means with ties to UVI and the USVI in order to provide a sustainable philanthropic funding to the university community.

**R**esource Management. We will be great stewards of all our physical, natural, human, and fiscal resources. We also value our internal (students, employees) and external (i.e. elected and appointed officials, partners, donors) relationships and will properly foster and steward these relationships. We will also focus on dynamic recruitment and retention of students and talented employees. We will ramp up funded, cutting-edge research and garner the recognition for our results.

**A**cademic Achievement and Excellence will be our #1 priority to ensure that our students receive excellent student support, always, and under all circumstances, so that they achieve their academic goals and thrive as students and individuals. Our faculty will use evidence-based, innovative, student-centered, active learning strategies to ensure a positive, par-excellence learning experience for students.

**N**umber One. Nimbleness. Next Steps. UVI will be recognized and/or ranked #1 (or considered top-ranking) on various metrics via formal ranking (i.e. US News and World Reports, news outlets, research outlets, business sources) and will be recognized for our excellence in various areas through surveys and other avenues. Our employees and practices will demonstrate agility and nimbleness in our approach to maintaining the highest standards of customer service, while adhering to sound policies and standard operating procedures. We aim to use sound decision-making, shared governance, and Lean Six Sigma principles to guide our day-to-day and strategic operations and to significantly improve UVI's operational efficiency while preserving our human capital resources. We will create and uphold a culture of follow-up and responsiveness to help students thrive and UVI succeed.

**D**ata Science. Distinction. Destination Education, First Choice University. UVI will be an institution grounded in data-based decision-making and known for our leadership and advances in novel data science techniques using machine learning and artificial intelligence (AI) to develop predictive models to ensure student success, financial sustainability, and meaningful research outcomes. Our distinction in and across several areas will lead UVI to advance as a First Choice University for students and faculty, and to gain a reputation as a world-class Education Destination, similar to the USVI being known as a vacation, or wedding destination.

## EXECUTIVE SUMMARY

The University of the Virgin Islands is at a pivotal moment in its history. As we build upon our strong foundation of academic excellence, research innovation, and community engagement, we embark on a strategic journey to elevate UVI to new heights of distinction.

Our new strategic plan, *"GRAND momentum:  Charting A Course to Becoming A GRAND Destination University, Grounded in Excellence,"* reflects the hopes and aspirations of our students, employees, alumni, Board members, community and partners who have collectively shaped a vision for a stronger, more dynamic, and globally connected UVI.  Our strategic plan is designed to:

- **Empower Students for Success**– Strengthen enrollment, retention, and career-readiness initiatives
- **Expand Research Leadership** – Enhance funding, partnerships, and applied research impact
- **Drive Workforce and Economic Development** – Align programs with regional and global industry needs and strengthen community impact
- **Optimize Institutional Excellence** – Financial sustainability, operational efficiency, employee excellence, and global recognition

This plan reflects our commitment to agility, innovation, and long-term sustainability. With clear milestones, continuous stakeholder engagement, and a data-driven approach, UVI is poised to lead the region in education, research, and societal impact.  Through bold actions and strategic investments, UVI is on a path to becoming a world-class Destination University.

The world is watching. The time is now. This is our *GRAND Momentum.*

## TRANSFORMATIONAL RETURN ON INVESTMENT: WHAT EXCITES US

UVI's strategic initiatives aim to produce a transformational return on investment, delivering sustainable value and impact for its stakeholders and the broader community. These anticipated outcomes include:

### *ACADEMIC EXCELLENCE AND STUDENT SUCCESS*

- A transformative students-first approach that supports academic success and enriches learning through opportunities to engage in research, service learning, travel abroad and other immersive experiences
- Increased enrollment through enhanced recruitment and program offerings
- Improved retention and graduation rates through comprehensive support systems
    - First year retention rate of 75% by Fall 2026
    - A six-year graduation rate of 35% by May 2027
- Enhanced career outcomes through innovative educational pathways
- Tutors engaged in "appreciative advising" and mentoring
- A holistic, well-rounded student experience and enhanced campus life for all students
- A culture of faculty excellence fostered by investing in ongoing professional development, innovative pedagogy, and research opportunities that directly enhance student outcomes

- Development of career-ready graduates with respect to technical and soft skills

### *RESEARCH LEADERSHIP AND INNOVATION*

- Enhanced funding through competitive research grants and partnerships
- Improved capacity for addressing regional challenges through applied research
- Accelerated research output in high-impact areas
- Creation of new intellectual property and research partnerships
- Improved infrastructure to support students and faculty research
- Enhanced global distinction by producing transformative research outcomes that address pressing societal needs.
- Collaboration with community partners and local government to enhance 'real world' industry partnerships

**ECONOMIC DEVELOPMENT AND COMMUNITY ENGAGEMENT**

- Strengthened regional workforce through world class executive education offerings for working professionals
- Increased economic impact through strategic partnerships, research commercialization and innovation

- Enhanced public health outcomes through medical education and health initiatives
- Transformative social mobility through expanded educational access and opportunities
- Academic reputation strengthened by introducing cutting-edge, interdisciplinary programs that meet the evolving workforce demands of global industries and the local community

### INSTITUTIONAL EXCELLENCE

- Adopting Lean Six Sigma strategies to foster a culture of continuous improvement in operational efficiency and processes
- Enhanced financial sustainability through diverse funding and revenue streams
- Strengthened institutional capacity through strategic investments and modernized infrastructure and technology
- Increased philanthropic support and alumni engagement
- Robust partnership with the UVI Research & Technology Park to support research, entrepreneurship, and student internships
- Telling Our Story and value proposition better, ensuring UVI is no longer 'the best kept secret'
- Improved UVI brand and image locally, regionally, and nationally
- Develop data approaches for measuring and improving student learning outcomes
- Increase participation in professional development opportunities to include workshops, conferences, and training.
- Develop an institutional discounting philosophy that incorporates best practices and maximizes dollars spent

# OUR SUCCESS MODEL:

Mission Statement, Vision Statement, Core Values, and Strategic Integrative Goal

### *UVI MISSION*

The University of the Virgin Islands' mission is to educate and empower the U.S. Virgin Islands, the Caribbean and the world through an environment that promotes creativity, innovation and excellence in teaching, student learning, research, and community engagement.



### *UVI VISION*

The University of the Virgin Islands will be an exceptional U.S. institution of higher education in the Caribbean dedicated to student success, committed to excellence, and pledged to enhancing the social transformation of the U.S. Virgin Islands.

### Core Values = GRAND

- **Grit** – Demonstrating perseverance and resilience in the pursuit of excellence
- **Responsiveness** – Adapting to the needs of students, employees, and the community
- **Agility** – Remaining flexible and innovative in responding to change
- **Next-Level** – Pursuing continuous improvement to achieve transformational success
- **Distinction** – Striving to be a leader in education and community impact

### Strategic Integrative Goal: "Becoming a GRAND Destination Education University"

In fulfilling this integrative goal, we anticipate the following outcomes:

- Establish an LCME-accredited medical school in the Caribbean
- Establish a Center for Public Health & Data Analytics
- Cultivate philanthropic partnerships to support endowed faculty positions, scholarships for graduate and postdoctoral students, international service-learning experiences, and initiatives for student-athletes
- Leverage Lean Six Sigma, with small rapid cycle improvements geared to increase operational efficiency

- Authentic and courageous leadership
- Inclusive excellence and improved customer service, responsiveness, and engagement with partners
- Maximize alumni engagement
- Support student and faculty research
- Shared governance to address faculty, staff, and student dissatisfiers
- Comprehensive, data-based evaluation plan with robust data
- Using data science and data analytics to drive informed decision-making
- Fostering a comprehensive and authentic HBCU experience
- Cultivate educational distinction within local, regional, and global communities

Guided by our Strategic Integrative Goal, we aim to ensure strategic alignment and transformational outcomes in the following activities:

- Awards
- Budgeting
- Evaluations
- Funding pursuits
- Hiring
- Incentives
- Institutional assessment
- Promotions
- Strategic excellence
- Unit plans

## ABOUT UVI

The University of the Virgin Islands (UVI) is a student-centered institution devoted to excellence, innovation, research and making an impact in the U.S. Virgin Islands and globally. Founded in 1962, UVI is a public, co-ed, land-grant HBCU in the United States Virgin Islands. Approximately 1,900 students are enrolled on its two physical campuses: the Albert A. Sheen Campus on St. Croix and the Orville E. Kean Campus on St. Thomas, and online. The institution offers 99 undergraduate and graduate degree programs across its six colleges and schools.

Located in one of the most popular vacation spots in the world, UVI offers far more than sun, sand, and sea. UVI's degree programs feature award-winning faculty. Students within these majors compete and win international honors and competitions. Our campuses feature interactive technology to spur student learning. Both campuses include smart classrooms and laboratories, comprehensive videoconferencing systems, a digital library collection, Innovation Centers, and wireless network access. Small class sizes allow students to have meaningful and individualized interactions with their professors. UVI's low student-teacher ratio of 12:1 creates a nurturing environment in which students can thrive. UVI's affordable tuition, coupled with territory-wide free tuition for local graduates have made college education a reality for students who otherwise could not afford it. Many students are the first in their family to go to college.

UVI's strong academic standing has earned it consistent accreditation from the Middle States Commission on Higher Education, an institutional accrediting agency recognized by the U.S. Secretary of Education and Commission on Recognition of Postsecondary Accreditation. Additionally, its professional schools and colleges are either accredited or have begun the process of seeking accreditation from specialized accreditation agencies.

**Historically American. Uniquely Caribbean. Globally Interactive.** The UVI experience is uniquely multi-cultural, international, entrepreneurial, and intellectually stimulating. The University's objective is to be recognized as the leading American institution of higher learning in the Caribbean. The current and sixth president of the University, Dr. Safiya George, its first alumna, began her tenure on August 1, 2024.

# UVI'S AGILE STRATEGIC PLANNING PROCESS: A BOLD FUTURE VISION

The University of the Virgin Islands engages in a comprehensive strategic planning process every five years. *The Greatness Through Innovation* strategic plan covered the period 2018-2024, setting a strong foundation for UVI's growth and success. In September 2024, UVI embarked on developing its next strategic plan, *GRAND Momentum,* guided by an external consultant, who introduced the University's first-ever Agile planning process.

## WHY AGILE STRATEGIC PLANNING

Agile strategic planning was selected not only because it works but because it is distinctly different from traditional strategic planning. Even though traditional plans look good on paper, they fail most of the time because their metrics are based on top-down assumptions. The use of top-down assumptions increases the likelihood of plan failure.

Agile planning is instead based on bottom-up questions inspired by collective vision of what everyone would love to be possible in 2 Decades, 2 Years, and 2 Quarters. These questions structure the 2 Quarter projects, which are then refreshed every 6 months. In this process, the groups project forward 2 Decades  because the power of our strategy is equal to the length of our vision.

In this model, we translate what we would love to see possible over the next 2 Decades into what would indicate progress in the next 2 Years (goals) and then translate these indicators into 2 Quarter projects (objectives) that could make progress possible.

2 Quarter project teams take a question-based approach to their work. Progress metrics are an explicit part of their pathways forward because all their work is directed toward tangible and visible results.

In order to produce more results in any area of performance, additional projects are launched because each project can produce a defined scope of results. New projects are therefore launched every 2 Quarters.

Project teams do the doable with what they have. Doing the doable always includes some form of question-based research and small experiments. They succeed precisely because they are operating from bottom-up questions rather than top-down assumptions. People only authentically support what they co-create.

This is not to say that top-down assumption-based metrics are intrinsically bad. Teams simply translate any of the these into bottom-up metrics-focused questions. Teams are productive to the degree that they remain disciplined in being question-based. While working from assumptions lowers the IQ of the

group, questions make people smarter together.

Project teams engage people who volunteer with their discretionary time for them. These can include faculty, staff, students, alumni, and members of the wider community, external to the University. Where top-down strategic planning features selective engagement, Agile features unlimited engagement. All team project success stories are communicated to everyone related to the University.

While teams work on the strategic plan, the rest of the University work on their respective operational plans as

departments, programs, and colleges. It is important that operational plans work in harmony with the strategic plan, and that the strategic plan works in harmony with the operational plans, i.e., in a complementary way toward shared purposes.

Most of the achievements in any area of the University in any year will come from operational plans and efforts. Some margin of gains will also be made from strategic plans and efforts. Any gains not made by strategic projects will be made by operational efforts. Together, both levels of plans make for a *GRAND University.*

### COLLABORATIVE STRATEGIC PLANNING: CO-CREATING OUR FUTURE

This adaptive strategy positions UVI as a trailblazer in education and innovation, poised to address the evolving needs of its community and the broader region. It also fosters a collaborative environment where progress is continuously assessed and refined. This innovative agile strategic plan approach ensures UVI remains at the forefront of academic excellence, research, and community development, while positioning the institution for sustained growth and impact.

A dynamic Visioning and Strategic Planning Co-Design team was formulated, which exemplified inclusive leadership through representation from students, faculty, staff, administrators, and Board members. Guided by an experienced consultant with expertise in Agile strategic planning, this diverse group stewarded the planning process through coordinated stakeholder engagement, robust data gathering, assumption validation, and strategic theme development and prioritization. Their collaborative approach ensured that multiple perspectives shaped both the planning process and its outcomes.

Stakeholder engagement remained a cornerstone of the Agile strategic planning process, ensuring inclusivity and meaningful participation from students, alumni, faculty, staff, Board members, government officials, employers, educators, and community members. This inclusive framework fostered a shared vision for UVI's future and amplified the voices

of diverse stakeholders. Engagement sessions were held territory- and campus-wide, which fostered deep community engagement, creating forums for stakeholders to reimagine the future of UVI, explore ways to achieve meaningful progress and to be a part of exciting small projects launched in the strategic plan. These interactive sessions provided an opportunity for voices to be heard, while helping define the future of UVI in a way that is bold, innovative, and uniquely ours — fostering a shared vision for UVI's future that reflects our collective aspirations.

The Agile process ensures the plan remains alive, receiving bi-quarterly refreshes and updates to the University Community and Board members. Stakeholder sessions will be held every two years where the general community will be informed of progress, seeking input on additional ideas based on progress thus far, while remaining flexible to pivot and/or refocus, as needed.
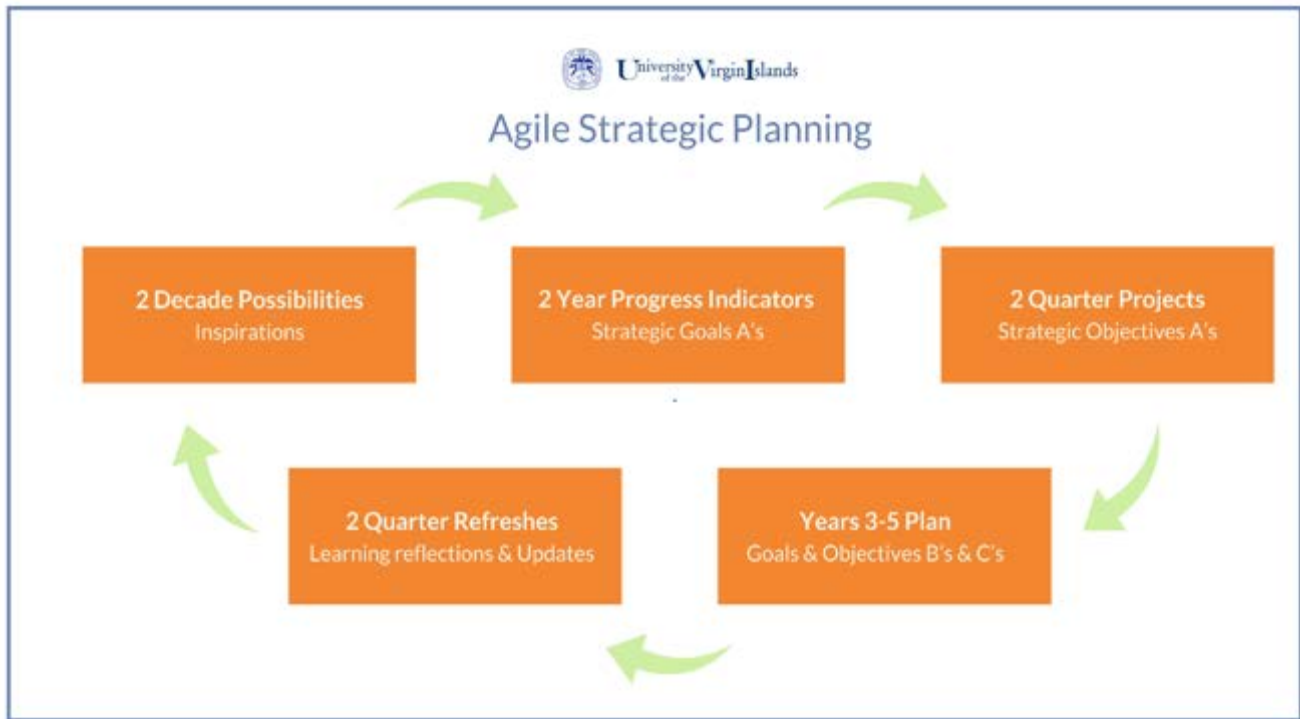
**Figure 1** - Agile Strategic Planning Process

This forward-thinking process centered on a bold 20-year vision, underpinned by actionable two-year projects and two-quarter milestones to track progress effectively. The agile process prioritizes collaboration, adaptability, and continuous community engagement, empowering UVI to pivot based on stakeholder feedback and emerging opportunities. Guided by a question-driven methodology, the process emphasized research and experimentation to identify and address UVI's most critical areas for growth and innovation.

With actionable two-year progress indicators, UVI's agile methodology emphasizes research, experimentation, and responsiveness, ensuring the plan remains dynamic and relevant. Central to this strategy is a focus on long-term visioning and actionable planning, which strengthens the University's ability to address the diverse needs of students and future workforce demands. Metrics will be tracked using a Power BI dashboard. Additionally, the plan will undergo bi-quarterly refreshes to ensure its relevance and responsiveness.

This comprehensive approach generated close to 5,000 ideas and recommendations—marking the most participatory planning initiative in the University's history. From the many suggestions received, focus areas were identified and ideas grouped for implementation.

## AREAS OF FOCUS

These priorities and projects, selected via vote by the Visualization and Planning Committee, will be implemented, and subsequently reviewed and refreshed every six months, staying true to the Agile process.

### GIVING & GETTING

Empowering Growth through Innovative Funding Streams. Targeted fundraising initiatives to focus on major gifts donors and prospects in service to our students and faculty. Ensure UVI's financial stability and long-term viability through diversified funding sources and new fundraising strategies.

- Develop diverse revenue streams to reduce reliance on any single funding source
- Search for available grants and funding sources
- Develop a bonus fund as an incentive to improve morale
- Identify strategies to attract increased donor funding to support UVI's long-term goals
- Utilize grant writers as an unexplored funding team
- Continue to look for grants and funding to expand workforce development in renewal energy, climate change, and energy
- Create a call for proposals for faculty to apply for summer research funding
- Start an incubator fund to support faculty in the summer of 2025
- In six months, create a structure and criteria to award start-up funds
- Identify funds to support faculty to work on research projects with students
- Identify multipurpose center funding source
- Initiate discussion with local banks on venture funds
- Identify a stable funding source for student transportation around and between the islands, supporting field trips and hands-on learning experiences
- Allow input when budgeting for department allocations
- Secure funding for Office of Sponsored Programs to increase staff
- Create a payment receipt tracking system so departments know when payments are received and can be allocated to the proper fund numbers
- Open institutional lines of funding to support international undergrad student research
- Identify at least 1-2 persons per component to learn and assist with securing grant funding

## RESOURCES, RELATIONSHIPS, RECRUITMENT, RESEARCH, RECOGNITION, RESULTS

Empower excellence through human capital development

- Offer sensitivity training to professors new to HBCUs, island life, and culture
- Meet with UVI employees who are alums to get ideas for engagement
- Increase presidential campus communications through activities such as office pop-up visits
- Supplement accounting staff, possibly utilizing accounting students
- Improve operational efficiency through timely completion and submission of annual financial audits
- Form a faculty and staff committee to inform President and Vice Presidents, sharing input with relevant unit heads
- Host UVI community workshops to address common interests
- Appoint volunteer faculty associates to administrative positions
- Create an incentive program to show employees their importance
- Hire teaching assistants using different funding sources
- Increase productivity by use of action-based meetings

## ACADEMIC ACHIEVEMENT & EXCELLENCE

Expand academic program offerings with increased options, including additional PhD degrees

- Add Creative Problem-Solving training to Freshman Development Seminar courses
- Expand dual degree offerings
- Survey students to determine academic and campus-life needs
- Enhance academic programs by integrating AI technology to foster innovation and modernize the curriculum
- Provide internships in skilled professions
- Implement courses that can teach life lessons (e.g., real estate)
- Promote a student exchange program
- Utilize 13D's annual lecture event, allowing students to learn from and engage with experts and professionals on innovation and entrepreneurship
- Through the curriculum, allow opportunities for students to participate in sponsored research projects
- Add small-engine repair program
- Assess videoconferencing classes, seeking feedback from students and observing classes to determine the effectiveness of the medium
- Implement a rapid prototyping challenge

- Promote a student hackathon
- Host cyber-hygiene workshops
- Implement curriculum review
- Provide small-scale AI pilot projects
- Host technology development or idea competitions for students focused on STEM careers/majors
- Partner with on-island resources to refurbish University boats
- Investigate development of boating program
- Host phishing simulation campaigns
- Enhance general education curriculum
- Increase opportunities for open-source textbook and other resources for students
- Continue to cultivate the seamlessness between the transitions in advising in CSS and advising in the academic units
- Leverage the UVI CELL constituency for increasing enrollment in degree-seeking programs

## NUMBER# 1 AND INNOVATION

Implement energy and infrastructure improvements

- Explore funding options for AC/elevator maintenance/repairs
- Inspect all facilities for health and safety conditions to determine their condition
- Conduct an energy efficiency assessment
- Investigate sources and prices for solar implementation at the University
- Implement campus water quality testing on a set schedule
- Provide DIY water filters, allowing students to build simple water filtration systems

## DESTINATION EDUCATION UNIVERSITY

Enrich student experience and community engagement

- Include marketing students in a rebrand of the Reichhold Center for the Arts through competitions
- Provide students internship opportunities with government and other local agencies, with agencies agreeing to hire students at end of engagement
- Investigate diversifying dining options
- Teach students' basic life skills
- Host students/faculty/staff gaming competitions
- Improve campus bookstore offerings (e.g., books, swag, mobile kiosks)
- Increase UVI's presence on local, regional, and national multimedia
- Prepare students for leadership roles through mentorship, internships, and service-learning opportunities
- Post fun signs on campus
- Host jazz on the beach
- Host musical afternoons
- Erect inspiration boards
- Increase campus engagement with activities such as scavenger hunts
- Play advertisements on the kiosk
- Identify/design mental health officers and programs for different groups - undergrad, grad students, faculty/staff, etc.
- Improve retention by streamlining communications about new student orientation
- Partner with the Department of Health and establish a wellness center committee
- Hire a standalone Student Government Association (SGA) advisor
- Incorporate emotional education into regular classes
- Utilize the social media streamers in the student body to promote UVI
- Utilize athletics to engage the campuses
- Use UVI's Greek life to keep alumni connected!
- Host networking events
- Host a game night for students
- Conduct a vulnerability assessment
- Seek student suggestions for games and clubs
- Place ads on local high-trafficked media outlets

## Enhance Enrollment Through Outreach and Student-Centric Strategies

Provide an improved framework for admissions, placement testing, and course selection

- Develop tighter connections with local high schools
- Advocate for more dual enrollment students
- Host a meet and greet with high school counselors to focus on increasing local enrollment
- Hire international recruiters
- Host information sessions on the Rhodes, Marshall, and Truman Scholarships to increase interest
- Allow the public to audit classes for free, to encourage enrollment
- Provide mock initiatives or surveys for high school students to gauge their interest in enrollment
- Host a series of working sessions on VI relationships with intergovernmental entities
- Host monthly decolonize VI sessions for VI Government of the Virgin Islands (GVI) and wider Caribbean audiences
- Survey businesses to determine their needs and interests
- Survey the UVI community on new technologies
- Create a working group to develop community contacts and media strategy
- Offer support to skilled laborers (carpenters, laborers, painters, plumbers, electricians)

## Promote Cultural Enrichment and Community Engagement

- Seek community input, including politicians and primary school students
- Form a coalition of teachers, admins, supervisors for development of a high school teacher education partnership between the HS and UVI
- Find innovative ways to get school students involved, including guest speakers and locations
- Encourage the private sector to advertise their jobs with UVI
- Provide anonymous focus groups for employees and students

**Distinction**

Establish UVI as a center for distinction in technology, AI, and Energy

- UVI will be the repository for several government data sources, accessible to all
- Work with Public Relations to help create new apps, to help tell our story, using students to help with social media
- Partner with HBCU Greek and sports personnel to develop a revitalization plan at UVI
- Partner with other institutions to conduct research on areas like climate change, marine conservation, and tropical diseases
- Apply AI and machine learning to predict student retention, graduation rates, and career success, improving targeted interventions
- Analyze disparities in healthcare access and outcomes within the Caribbean and minority populations, identifying actionable solutions
- Develop adaptive learning platforms to personalize student experiences and enhance academic performance
- Investigate how UVI's campuses can be reviewed and made an example of the Americans with Disability Act (ADA) retrofitting
- Inculcate the use of data analytics throughout UVI
- Promote data literacy amongst all students
- Establish open access databases for researchers, with data from the USVI
- Create a data science major
- Ensure robust access to improved library collections and databases
- Increase data-driven health disparities research and innovation

## Implementation and Resources

With a reduction in local government allotments, the University prioritizes the addition of external funds and funding sources. Activities included on this plan utilize existing resources. As stated by our Agile Planning facilitator Jack Ricchuito, 'you can't cook with ingredients not in your cupboard'.
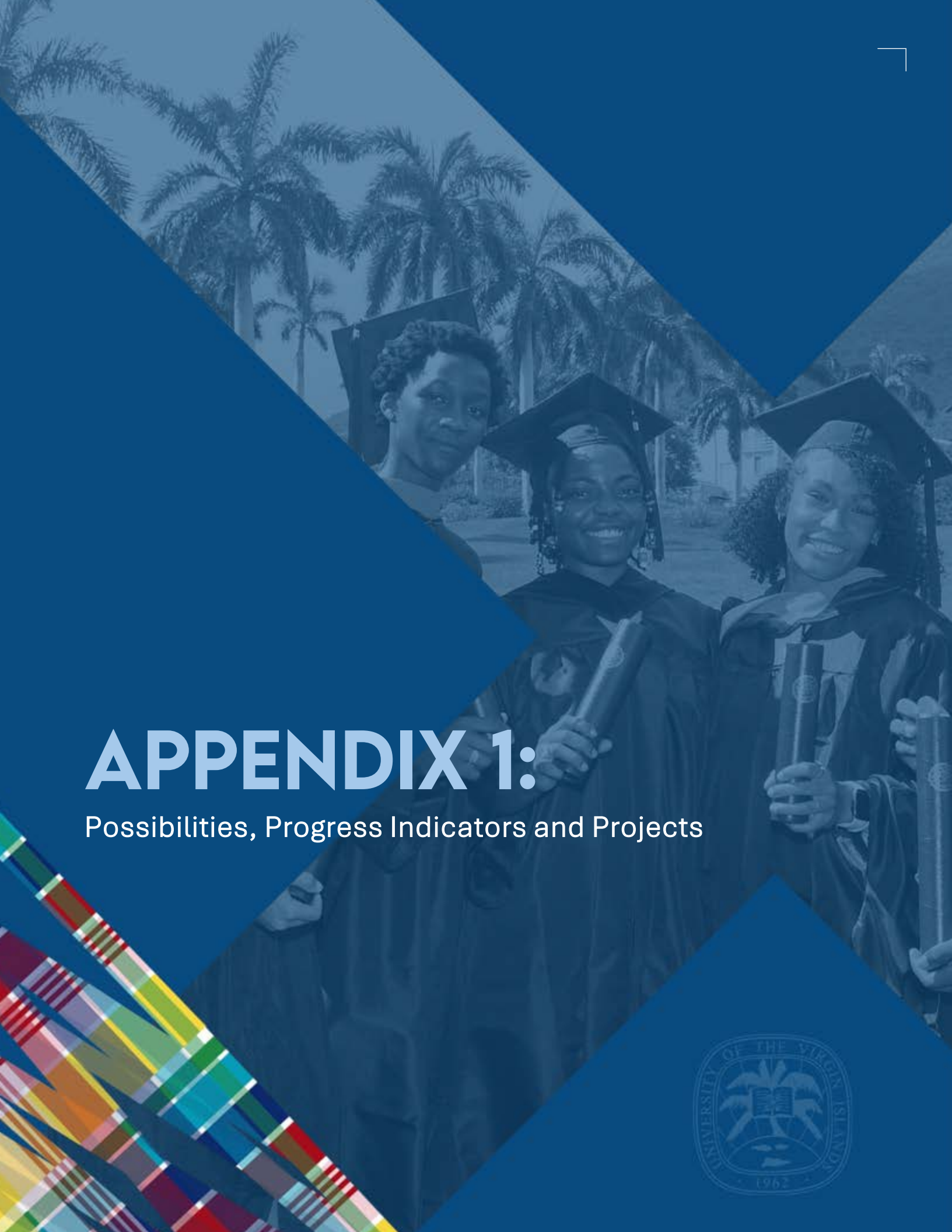
# APPENDIX 1:

Possibilities, Progress Indicators and Projects

## 20 YEAR POSSIBILITIES

*What would you love to see possible for the University over the next 20 years? This question is about possibilities, not predictions. If you're daring, you could even also think about the "impossible" you would love to see possible.*

| | | |
|---|---|---|
| Research growth | Sustainable resources | Integrating research and education |
| Effective recruitment | High impact student experiences (study abroad, research, internships) | Emphasis on arts and culture |
| Adequately resourced to support infrastructure | Academic experience | Research partnerships |
| Prominence evident through local, regional, and national distinction | Integrating research and community benefit | Nursing school's involvement in health, wellness, clinical trials |
| Campus excellence | Globally engaged | Targeted therapies |
| Marketing/communication regarding the UVI story | Research clusters | Growth in graduate programs (e.g., PhD in Caribbean studies) |
| Functioning successfully as an institution | Excellent student experiences/campus life | Quality of work/life experience |
| Current technologies | Healthy organization | |

## 2 YEAR PROGRESS INDICATORS (GOALS)

*Given what you would love to see possible, what could progress toward these possibilities look like in the next 2 years? These are things we could achieve.*

| | | |
|---|---|---|
| Empowering excellence through human capital development (e.g., diversity, enhanced benefits, training on interpersonal skills, leadership) | Empowered growth through innovative fund initiatives | Diversification of funding sources |
| Enriched student experience and community engagement | Improved framework for admissions, placement | Energy and infrastructure improvements |
| Efficient and smooth grants management | Improved student testing and course selection | AI solutions adapted across the university |
| Highly satisfied researchers and grant-active faculty | Strengthened collaboration for educational advancement between the USVI department of education and the University of the Virgin Islands | Enhancing enrollment through outreach and student-centric strategies |
| $5:1 Return on investment (ROI) in external projects | Fostering excellence in journalism and media literacy | Promoting cultural enrichment and community engagement |
| Strengthened connections and lifelong alumni relationships | | Expanded academic program offering with increased options, including PhDs |

# 2 QUARTER PROJECTS

*When you think about the 2-year progress indicators, what could be some small projects we should consider doing in the next 6 months? These could be discovery, research, and small experiments.*

| | | |
|---|---|---|
| Increase student engagement with fun signs on campus | Fully Implement CAYUSE research management software | Identify/design mental health officers and programs for different groups - undergrad, grad students, faculty/staff, etc. |
| Enhance student life by supporting campus development, food services, mental well-being, health and fitness | Improve student visioning with the use of inspiration boards | Increase campus engagement with activities such as scavenger hunts |
| Increase community engagement through activities such as jazz on the beach | Pair students with an agency, with agency agreeing to hire student at end of engagement | Improve retention by streamlining communications about new student orientation |
| Musical afternoons | Play advertisements on the kiosk | Partner with Department of Health and setup committee under the provost for the development of a wellness center |
| Search for available grants and funding sources | Have discussions with students and staff to find out needs and issues | Investigate diversifying dining options |
| Hire Office of Sponsored Programs staff | Make Student Government Association (SGA) Advisor a separate role | Incorporate emotional education into regular class |

# 2 QUARTER PROJECTS

*When you think about the 2-year progress indicators, what could be some small projects we should consider doing in the next 6 months? These could be discovery, research, and small experiments.*

| | | |
|---|---|---|
| Select 2-3 processes key to student success that UVI will spend 6 months creating and implementing | Survey students to determine academic and on-campus needs. | Find the streamers in the student body |
| Networking events | Use UVI's Greek-life to keep alumni connected! | Athletics to engage the campuses |
| Host a game night for students | DIY water filters where students build simple water filtration systems | Teaching students' basic life skills |
| Conduct a vulnerability assessment | Gaming competition: students/faculty & staff | Offer sensitivity training to professors new to HBCUs, island life, and culture |
| Add creative problem-solving training to Freshman Development Seminar course | Improve campus bookstore offerings (e.g. books, swag, mobile kiosks) | Take suggestion for those games and clubs |
| Expand dual degrees | Enhance academic programs by integrating AI technology to foster innovation and modernize the curriculum | Add to curriculum for students the opportunity to participate in sponsored research projects |
| Implement courses that can teach life lessons (real estate in practice) | Work closer with 13D Innovation & Strategy's annual lecture event. Students can learn from experts and professionals on | Student exchange program |

*When you think about the 2-year progress indicators, what could be some small projects we should consider doing in the next 6 months? These could be discovery, research, and small experiments.*

| | innovation and entrepreneurship. | |
|---|---|---|
| Add a small engine repair program | Internships in skilled professions | Assessment of the videoconferencing classes - including feedback from students and sitting in on classes to determine its effectiveness |
| Rapid prototyping challenge | Student hackathon | Cyber hygiene workshops |
| Curriculum review | Small-scale AI pilot | Students focused on STEM careers/majors compete to create an idea or framework for technology updates |
| Partner with on island resources to refurbish the boats on the hill and test idea of program for boating | Phishing simulation campaign | Include politicians and gain more community involvement from students at the primary level |
| Form a coalition of teachers, admins, supervisors, have them formulate a high school teacher education partnership between the HS and UVI | Create a working group to develop community contacts and a media strategy (we have faculty who would work on this) | Connect with local business owners in need |
| Interest private sector to push their jobs | Support skilled laborers (carpenters, laborers, | Host monthly decolonize VI sessions for Government of |

# 2 QUARTER PROJECTS

*When you think about the 2-year progress indicators, what could be some small projects we should consider doing in the next 6 months? These could be discovery, research, and small experiments.*

| | painter, plumbers, electricians) | the Virgin Islands and wider Caribbean audiences |
|---|---|---|
| Find innovative ways to get kids involved, guest speakers and locations | Host a series of working sessions on VI relationship with intergovernmental entities program | Find out what businesses are interested in and their demands |
| Anonymous focus groups for employees and students | Surveys on new technology that people are interested in | Begin talking to solar power companies |
| Place an ad on VI Consortium or other high-traffic media outlets | Engage Marketing students to participate in a rebrand UVI assignment Reichhold Center for the Arts competitions | Investigate sources for solar on campus and compare prices |
| Increased multimedia presence local and beyond (on ground and virtual) | Work with Public Relations to help create new apps, to help tell our story; use students to help with social media | Hire Office of Sponsored staff |
| Identify multipurpose center funding source | Search for available grants and funding sources | Increase productivity by use of action-based meetings |
| Supplement accounting staff, possibly utilizing accounting students | Ensure UVI's financial stability and long-term viability through diversified funding sources and sound financial planning | Meeting with the head at Economic Development Association |

# 2 QUARTER PROJECTS

*When you think about the 2-year progress indicators, what could be some small projects we should consider doing in the next 6 months? These could be discovery, research, and small experiments.*

| | | |
|---|---|---|
| Hire international recruiters | Provide mock initiatives or surveys for high school students to complete to gauge their interests (for recruitment/enrollment purposes) | Intensive health and safety inspection and general inspection of all physical facilities to determine their condition and use of space |
| Have the public sit in classes for free to see if it builds interest to enroll. | Have a meet and greet with high school counselors to focus on increasing local enrollment. | Partnership with HBCU Greek and sports personnel to develop a revitalization plan at UVI |
| Information sessions on scholarships like the Rhodes, Marshall and Truman to drum up interest | Tighter connection with local high schools (advocate for more dual enrollment students) | Energy efficiency assessment |
| Approach the national Americans with Disability Act (ADA) agency to allow UVI campuses to be reviewed as an example and participate in grant funded retrofitting of facility | Hire teaching assistants without work-study | Implement campus water quality testing on a set schedule |
| Create an incentive program to show employees how important they are | President should conduct regular pop-up visits to offices around campus | Explore funding options for AC/Elevator maintenance/repairs |
| Host UVI community workshops to address common interests | Appoint volunteer faculty associates to administrative positions | Meet with UVI employees who are alums to get ideas for engagement |

# 2 QUARTER PROJECTS

*When you think about the 2-year progress indicators, what could be some small projects we should consider doing in the next 6 months? These could be discovery, research, and small experiments.*

| | | |
|---|---|---|
| Form a faculty and staff committee to inform President and Vice Presidents (share results with Deans) | | |

## VISIONING & STRATEGIC PLANNING CO-DESIGN TEAM

| | |
|---|---|
| **Jack Ricchiuto** | Consultant |
| **Dr. Safiya George** | President |
| **Dr. Una Dyer** | Staff – Co-Chair |
| **Sharlene Harris** | Staff – Co-Chair |
| **Briahna Thomas** | Student – AAS SGA President-Elect |
| **Kurvonte Richards-Willett** | Student - AAS SGA Vice President-Elect |
| **Zeidan Bass** | Student - OEK SGA |
| **Darin Connor** | Student - OEK SGA |
| **Dr. Kendra Harris** | Interim Provost |
| **Dr. Dara Hamilton** | Faculty Chair |
| **Dr. Molly Perry** | Faculty Vice-Chair |
| **Dr. Maria Fleming** | Staff Council Chair |
| **Shauna Matthew** | Staff - HR |
| **Kelly Harrigan** | Staff - EPSCoR |
| **Toi Matthews** | Staff - Administration & Finance |
| **Henville Pole** | Provost Office |
| **Tamika Thomas-Williams** | Staff - Institutional Advancement |
| **Dr. Karen Carty** | Staff |
| **Dr. Colvin Georges** | Staff - Student Affairs |
| **Dr. Donna Christensen** | UVI Trustee |
| **Dr. Kyza Callwood** | UVI Trustee |
| **Dr. Bert Petersen** | UVI Trustee |
| **Dr. Rick Nader** | Staff |

# COMMUNITY STAKEHOLDERS ENGAGED

**University Students**

**University Faculty and Staff**

**Educators, Counselors, Teachers**

**St. Croix Community**

**UVI Board of Trustees**

**Research Community**

**UVI Alumni**

**St. Thomas Community**

**St. John Community**

**Foundation for the UVI Board**

**Workforce development partners and potential employers**

# University of the Virgin Islands

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