

University of the Virgin Islands

SPECIALIZING IN FUTURES



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Community Engagement and Lifelong Learning

UVICELL

RETURNING TO OUR ROOTS: LINKING THE ACADEMY WITH THE COMMUNITY

In the Beginning We.....

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Viewed economic development from the human capital vantage point

- ☀ Provided access to education not available to our people
- ☀ Institution primarily comprised of individuals in the surrounding community
- ☀ Partnerships focused on local institutions (primarily faith-based)
- ☀ Created focused programs important to the local economy and capacity building (agriculture, industry, education)

And Then We.....

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- Recognized need to compete to survive
- ☀ Created programs to compete in the greater economy
 - ☀ Extended our reach globally
 - ☀ Forged partnerships across cities, states and nations
 - ☀ Developed organizational structures detached from academics and in some instances detached from the institution

And Now We.....

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Need to “Get Back to Basics” and reaffirm our commitment to the community

- ☀ Link human capital development to economic and community development
- ☀ Move from halls of the academy to the streets of the community
- ☀ Apply academic capabilities to economic and neighborhood revitalization

Creating the Linkage: The Process

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Commitment

- ☀ Must be at highest level of the organization - included in mission and vision, strategically placed in organizational structure

Engagement

- ☀ All key stakeholders must be involved at project inception and during the implementation

Integration

- ☀ Utilize resources, strengths and capacities of non-profits, government and businesses

The Refocused Role of UVI

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- ☀ Mission, Vision and Strategic Plan revised to support economic development
- ☀ Strategically placed in university structure
academic component reporting to the Provost
- ☀ Advisory Board established by President
(Commissioners of DOE, DOL, Tourism, ED's
Chambers of Commerce, EDA, Union, Housing
Authority and Industry - Hotel, Legal, Airline,
Healthcare, Marine)

Linking to the Community Forging Collaborations

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Awarded \$541K from HUD for Community Training Centers – 2005 (Phase I)

Raised over \$1M in cash and in-kind

- ☀ \$300K UVI (for St. Thomas Facility)
- ☀ \$100K Public Finance Authority
- ☀ \$150K VI Legislature Appropriation
- ☀ \$150K Our Town Frederiksted
- ☀ \$5K FirstBank VI

Implementation: Revitalization Building by Building

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**Site in 2007 after
restoration**



Linking to the Community

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Collaborations to Strategic Partnerships

- ☀ DOE –low educational attainment (\$80K commitment)
- ☀ DOL – Access point to supplement One Stop Center (\$25K commitment plus human resources)
- ☀ SBDC – Micro-enterprise center to enhance small businesses

Implementation: Phase II Building Expansion

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Continuing the Legacy of Improving Communities



U V I C E L L

**Thank you for the Opportunity
to Share**

Paradise: The Commitment Internal Capacity, External Focus

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- ☀ Developed CELL to address training and economic development needs of the US Virgin Islands
- ☀ Provided start-up resources
- ☀ Strategically placed in university structure – academic component reporting to the Provost



Implementation: Renovation Phase I



**Site in 2004:
Town of
Frederiksted**



**Historic District
Site of First
Black owned
Grocery Store**



The Process: Engagement

Community Based Advisory Board and Other Key Stakeholders

☀ **Board Members** - Commissioners of DOE, DOL, Tourism,- Executive Directors of Chambers of Commerce, EDA, UVI, Union, Housing Authority
Industry Representatives: Healthcare, Marine, Hotel, Legal, Airline

The Process: Community Services

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Collaborations to Strategic Partnerships

- ☀ DOE –low educational attainment (\$80K commitment)
- ☀ DOL – Access point to supplement One Stop Center (\$25K commitment plus human resources)
- ☀ SBDC – Micro-enterprise center to enhance small businesses (human resources)

Agenda

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1. In te begining

2. Paradise: The Reality

3. Paradise: The Challenge

4. Paradise: The Process

5. Paradise: The Implementation

6. Paradise: The Renaissance

The Commitment: A Vision of Transformation

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UVI Vision - Strategic Plan 2012

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 and economic transformation of the U.S. Virgin Islands

The Commitment: Institutional Purpose

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UVI Mission Statement

The University of the Virgin Islands is a learner-centered institution dedicated to the success of students and **committed to enhancing the lives of the people of the U.S. Virgin Islands** and the wider Caribbean through excellent teaching, innovative research, and **responsive community services.**

The Process: Institutional Responsibility

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- ☀ Liberal Arts University – 45 years old
- ☀ 2 Campuses separated by 40 miles of sea
- ☀ 2800 students – 450 employees
- ☀ Only HBCU Outside US Mainland
- ☀ Land Grant Institution, 65% funded through appropriations

Paradise: The Reality

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Devastated by two CAT 4 hurricanes
(Hugo 1989 and Marilyn 1995):

- ☀ Many uninsured businesses and homeowners
- ☀ Tourism economy collapse
- ☀ Mass exodus of businesses and residents
- ☀ Infrastructure and services completely destroyed

Paradise: The Reality

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Further Complications:

- ☀ VI Government in economic depression
- ☀ Breakdown in educational system (low attainment, high drop-out rate)
- ☀ Limited local capacity (human and financial)
- ☀ Insularity of territory posing difficulties developing partnerships in the US Mainland

Paradise: The Back-Drop

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- ☀️ Comprised of four islands (pop. 119,000)
- ☀️ Flown Under 7 flags (historic significance)
- ☀️ Major Industry (Tourism) over 1.4M/yr.
- ☀️ One University – (2 Campuses) – No other institution of Higher Learning
- ☀️ Guided by a Governor, Legislature and one Congressional Delegate (non-voting member)

Paradise: The Reality

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Slow Recovery; Major problem to address

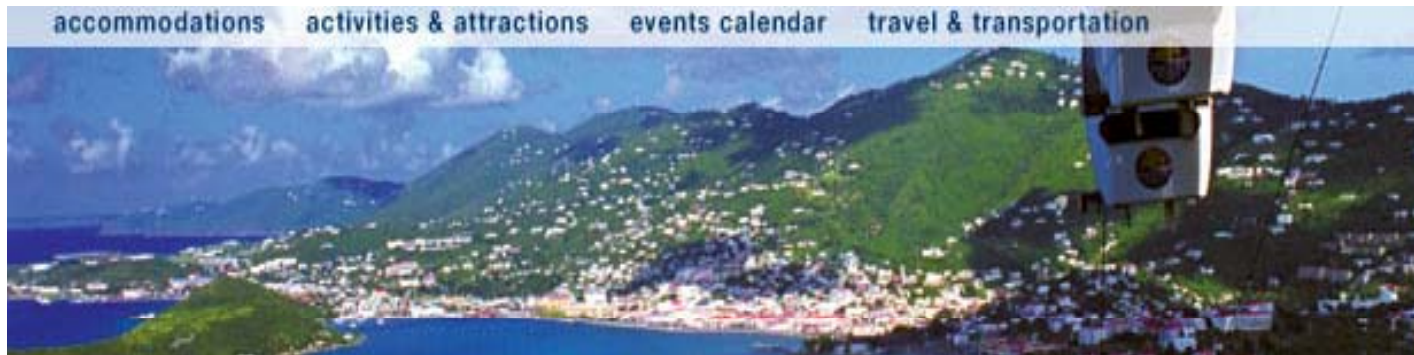
- ☀ Many abandoned buildings located in historic zones
- ☀ Highly dependent fragile economy
- ☀ Broken educational system
- ☀ Very high construction costs
- ☀ Limited local financial resources (government, businesses)

Paradise: The Back-Drop

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View of Downtown, St. Thomas



View of Christiansted, St. Croix

Paradise: The Back-Drop

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The Sun



The Sand



The Sea

Transforming Paradise: Historic Revitalization

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- ☀ More complex than new construction
- ☀ Subject to the whims of current Historic Preservation Board
- ☀ Oftentimes more expensive
- ☀ Can significantly impact project timelines
- ☀ Additional layers of complexity incurred with rezoning

Paradise: The Implementation Focused Job Training Initiatives

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- ☀ Health Care and Hospitality identified as needs by Advisory Board and key stakeholders
- ☀ Created entry-level programs (CNA/HHA) and Beverage Equipment Service Technician
- ☀ Worked with Department of Labor to identify dislocated, unemployed and veterans as candidates for program
- ☀ Partnered with Hospitals, Hospices, Nursing Homes and off-island Beverage Machine Manufacturers to secure jobs, supply training and equipment

Implementation: Revitalization Reformation of a Town

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Center Site



**Across the street
South**

Implementation: Revitalization Reformation of a Town

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Center Site



**Across the street
North**

Paradise: The Recovery Healthcare Job Training Results

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Home Health Aide – National Certification Exam

- ☀ 17/17 passed
- ☀ St. Croix: 13/13 passed
- ☀ St. Thomas: 4/4 passed

Placement after Graduation

- ☀ 3 Students applied to and were accepted into the UVI ASN or BSN Programs
- ☀ All other students working in Nursing Homes, Hospices or Hospitals

Paradise: The Recovery Hospitality Training Results

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Certification Training for Beverage Technician –
Equipment and Certified trainers provided by
US Mainland Partners

- ☀ 14 Students Enrolled in Level I training program
- ☀ Recruited from DOL, included dislocated workers and veterans
- ☀ 12 out of 14 students completed level I and were certified

After Graduation

- ☀ 10 of the 12 students were hired to conduct assessments
- ☀ One high potential student sent to US Mainland for additional training as instructor – dislocated worker now entrepreneur

Paradise: The Recovery The Strategic Approach

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CELL

- ☀ Address Community needs :
 1. Focus on Training and skills enhancements
 2. Realize Economic Development through partnerships and collaborations
- ☀ Engage the general community and other key stakeholders

Transforming Paradise: Reconstruction Plans

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**Former Danish
Home – Future Home
of St. Croix
Legislature**



**Future American
Legion Post
Headquarters**

Transforming Paradise: The Renaissance

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**Affordable
Housing**

**Community
Training Center**



**First Bank VI
Frederiksted
Branch**

Transforming Paradise: Bringing Back the Tourists

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Paradise: The Recovery Healthcare Job Training Results

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Certified Nursing Assistant/Home Health Aide Training

- ☀ 30 students trained in territory; 28 completed program
- ☀ St. Croix: 15 students started program; 14 graduated
- ☀ St. Thomas: 15 students started program; 14 graduated

Certified Nursing Assistant – Licensing Exam

- ☀ 22/26 passed on first try
- ☀ St. Croix: 9/12 passed
- ☀ St. Thomas: 13/14 passed

Paradise: The Recovery

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Enabling Initiatives:

- ☀ Proactive involvement of the University
- ☀ 2 HUD-HBCU Grants
- ☀ Development of Strong local partnerships
- ☀ Enterprise Zone Designations affixed to three major areas – attracting external resources

Paradise: The Engagement

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Approach::

- ✦ Forge strong local partnerships
- ✦ Seek external resources as stimulus for local support
- ✦ Utilize two-pronged approach (revitalization coupled with community services)

Transforming Paradise: Block-by-Block

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**UVI Community
Training Center**



**Caribbean Museum
Center for the Arts**