PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES

SEPTEMBER 16, 2014

4200 CONNECTICUT AVENUE, NW

WASHINGTON, DC 20008
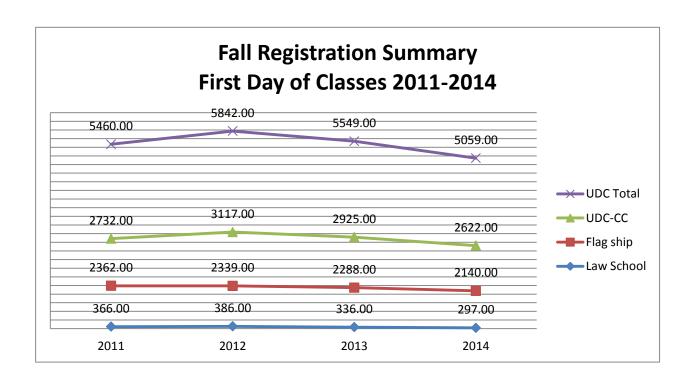
Report Date: September 8, 2014

Introduction

The President's Report has taken on a new format to better communicate the institution's activities, successes, and challenges. The report is informed by each of the vice presidents and senior leaders at the University. The information and data are integrated in a cohesive manner that details our progress around key indicators and updates progress around the implementation of our Strategic Plan V2020. The new format is yet another step toward more effective and successful practice of institutional efficiency as we work to build an ethos that cultivates exceptional outcomes and communicates our story.

I.   ENROLLMENT – OPENING OF THE FALL 2014 SEMESTER

o   Across the institution, enrollment on the first day of classes is about eight percent (8%) lower than last fall. The numbers in the table below are consistently calculated registrations for the first day of class; they may or may not accurately represent the final numbers of enrolled students reported later this semester. Once drop/add concludes and the enrollment is frozen, we may see final enrollment numbers slightly different than what is presented below.

The Law School has seen the largest drop in enrollment over the past two years (-11.6%) 2013-2014 and (-2.9%) 2012-2013, consistent with trends at Law Schools across the entire United States. According to the American Bar Association, Law Schools have seen a 24% decline in enrollments over the past three years. The Flagship campus experienced the smallest drop in opening day enrollments when compared to fall 2013 (6.4% decrease) whereas the Community College opening day enrollments demonstrate a decrease more similar to the Law School (10.3% lower than fall 2013 opening day). Following the economic recovery and uptick in job growth, Community Colleges across the nation have seen a slowdown or leveling off in enrollments. Given these trends, we have identified many initiatives across the institution to drive enrollment growth and retain students. Below, I will discuss more specific actions and initiatives that are currently underway to address enrollment and retention with the aim to increase overall institutional enrollments by 2.5 to 3 percent annually.

Fall Registration Summary
First Day of Classes 2011-2014

	2011	2012	2013	2014
UDC Total	5460.00	5842.00	5549.00	5059.00
UDC-CC	2732.00	3117.00	2925.00	2622.00
Flag ship	2362.00	2339.00	2288.00	2140.00
Law School	366.00	386.00	336.00	297.00

o **Fall 2014 Courses-** The Fall 2014 semester opened with 1369 active courses. The average class size is 15 students per class, but more specifically, the Law School averages 21 students per class; the Community College 17 students per class; the Van Ness undergraduate classes average 14 students per class; Van Ness graduate classes average 7 students per class; and historically, online courses average 15 students per class.

Courses that have been identified as those required for teach-out plans are staffed with permanent faculty and run regardless of enrollment. It is our commitment to students to ensure their timely completion of programs that have been approved for elimination by the Board. All affected students have been advised and provided a detailed teach-out plan.

o **Law School -** The David A. Clarke School of Law welcomed eight (8) UDC graduates into its new Fall 2014 class.

o **Housing-** We are currently at housing capacity with 148 students living in our student apartments. We also have 42 students on our wait list.

o **FY15 Budget** – The fiscal year 2015 budget was built around a projected enrollment headcount of 5444 students. If our enrollment totals fall short of these projections, difficult decisions will need to be made with the Finance office around what initiatives remain funded and where we may be required to back-out support. This will include priority positions identified by the budget committee that are aligned to institutional effectiveness, V2020, and operations.

II.   ACADEMIC AND ENROLLMENT INITIATIVES

o As outlined in the Strategic Plan V2020, a steady increase in student enrollment is critical to the sustainability and growth of the University. This involves not only increasing the number of students who choose UDC, UDC-CC, and the David A. Clarke School of Law as their institution of higher education, but even more importantly, the retention of enrolled students and their successful completion. To help the institution focus its efforts, the Provost's Office hired Mr. Dwight Sanchez as the Assistant Provost of Enrollment. Mr. Sanchez returns to UDC after a successful stint at Clark Atlanta University. While hitting the ground running, Mr. Sanchez has outlined the following initiatives to address institutional shortfalls and increased attention around customer service, transparency, and accountability. Beyond Mr. Sanchez, the corrective actions and stimulation of excellence involve the entire institution and a thoughtful strategy to reach our goals.

The Office of Enrollment Management (OEM) manages the operational functionality of the offices of undergraduate recruitment and admissions, financial aid, academic advising and retention, graduate recruitment, and international students' services and immigration coordination. The unification of all of these offices under one manager positions the University to develop a strategic enrollment plan which coordinates tactical and data supported activities geared toward enrollment growth and stability.

It is clear that trends indicate the enrollment drivers for the University are increasing graduate enrollment, identifying more transfer students, developing a strong pipeline to procure more undergraduate and graduate international prospects, and completers (individuals who started a degree but never completed). With the development of an enrollment management plan, and a more focused approach which is scientific and intentional, the University will be able to plan accordingly in realizing its "niche" for recruiting the "right" prospect and managing retention properly.

The Office of Enrollment Management (OEM) will focus around the following initiatives:
- Enhance Customer Service Experience
- Implement a rigorous professional development model for staff

- Establish a robust communication plan which highlights the academic differentiators of UDC
- Develop a potent annual recruitment plan to address both undergraduate and graduate students
- Employ predictive tools and projection analysis to steer recruitment activities
- Design a strategic intrusive and intervention advising model to impact retention
- Realign personnel with identified strengths to best fit areas
- Build the "right" external pipelines sufficient to ensure expansion of our prospect pool
- Increase international presence
- Identify the "fixes" to internal systemic issues and adopt technological tools for operational excellence
- Purposeful intersection with the academy

If implemented, these "focus areas" will ensure the following activities occur:
- Direct communication between all offices
- Cross-pollination of knowledge and functions
- Provide "re-looping" services to new and continuing students
- Coordinate "intentional" recruitment activities on and off campus
- Increase cultivation productivity with prospects
- Establish an "ethos of service"

Equally crucial to ensuring these activities are properly implemented is the identification of managers whose leadership, technical and operational prowess are aligned with the needs and abilities to ameliorate the systemic and capacity encumbrance. Therefore, The Office of Enrollment Management (OEM) has recently appointed new directors for recruitment and admissions, academic advising, and retention to design a strategically potent praxis which is transformative and sustainable for enrollment growth.

Additionally, an enrollment coordinator has also been named to assist with the development of a customer service model to ensure all offices are employing best practices when dealing with all who engage the offices. This position intercedes on all matters intricately tied to enrolling and retention. Moreover, each office has been vertically aligned to delineate responsibility, ownership, and accountability relative to the work at hand.

III. NEW PROGRAMS AND INITIATIVES

The Provost and Deans have worked to align academic offerings with student demand and the economic needs of the District. Utilizing resources associated with eliminated programs, the academic areas have begun to invest in expanding programs with high student and employer demand. In addition, the academic areas have devised new initiatives to become more effective, increase productivity and spark innovation. This includes the following initiatives:

o **Program Alignment** - As outlined in the Strategic Plan V2020, academic offerings need to be better aligned to the economic forecasts of the city and interests of students. Over the summer months, the Provost's office and Deans worked diligently to align priorities and programming, identify new ways in which faculty research and innovation could be supported, and identify opportunities to expand the already growing portfolio of online learning opportunities.

Faculty whose programs were identified for elimination received their terminal personnel contract on August 13, 2014. Separation of faculty will take place on May 15, 2015.

o **New Initiative and Outreach** - Ms. Lucita Diaz joined UDC to serve as the new Coordinator for the *"Financial Literacy-to-College Access & Success"* initiative. The initiative is an effort that stems from the Office of the Provost and will be based in the School of Business & Public Administration. This project is a partnership between The University of the District of Columbia and the Maryland-DC Campus Compact (MDCCC) AmeriCorps VISTA program. Ms. Diaz will develop and implement a three-prong endeavor: (1) Establishing a Financial

Literacy curriculum; (2) developing and implementing a "Financial Literacy Workshop Series"; and (3) recruiting and training University of the District of Columbia students completing the workshop series to help spread the knowledge on financial aid to local high school students. The third endeavor will help establish an awareness and connection to The University of the District of Columbia as we work in local high schools.

o **Linkages Between Workforce and Degree Programs** - The Community College, Workforce Development and Life Long Learning (WDLL) in conjunction with academic affairs worked to create formal linkages (articulation and/or credit banks) between the non-credit and credit offerings. Computer Science and Hospitality are the first two areas that will have formal linkages and establish clear pathways to degree programs for students.

o **Experiential Learning- Study Abroad (Mexico)** - The College of Arts and Sciences (CAS) has developed a memorandum of understanding for study abroad with Mexico (preliminary documents were signed in July 2014) establishing new experiential learning opportunities for students.

o **Experiential Learning- Congressional Internship Expanded-** The College of Arts and Sciences (CAS) has expanded its experiential learning Congressional Internship Program by identifying a dedicated leader for the program and working to increase stipend support.

o **Experiential Learning- New Internship Opportunities** - The School of Business and Public Administration (SBPA) is currently collaborating with a member of SBPA Advisory Board (DC CFO's Office) to create a Summer 2015 Internship Program that would enable 12 graduate/undergraduate students to serve as paid interns for eight (8) weeks within the clusters of the District's Office of the Chief Financial Officer, i.e., Budget and Planning; Finance and Treasury; Tax and Revenue; Economic Development and Regulations; etc.

o **Meeting Student Demand** - The College of Arts and Sciences (CAS) has increased its enrollment cap in three high demand areas: Masters Programs in Teaching; Speech Language Pathology; and Homeland Security. We welcomed larger Fall 2014 classes in these high demand areas.

o **Internal Recruitment/Pipelines-** A Pre-Law advisor has been identified to serve as a recruitment strategy between undergraduate programs and the David A. Clarke School of Law.

o **New Programs**

  ▪ A new undergraduate program in Biomedical Engineering (BS) has been proposed in the School of Engineering and Applied Sciences (SEAS). This program will expand options for students and utilize existing faculty.

  ▪ A proposal for a (BS) degree in Hospitality Management has been prepared and will be submitted to the SBPA Curriculum Committee and Faculty Senate during the fall 2014 semester.

o **Innovation - e-advisory System**- The Department of Computer Science and Information Technology (CSIT) in The School of Engineering and Applied Sciences (SEAS) has implemented a comprehensive e-advisory system. This online and proactive advising system is based on Google Drive and Google Plus platform and is expected to increase access and degree completion. It allows anytime and anywhere access and sharing of electronic records, provides student the convenience of meeting their advisers online via video conferencing and makes proactive advising possible. A case study of this project's development and implementation was published in an electronic journal (*Academic Advising Today*) which reaches 10,000 members around the world. The Global Community for Academic Advising (NACADA) has recognized this achievement and The University of the District of Columbia for its quality advising and commitment to student academic success. This model will be adopted by the three other engineering departments.

- **Capacity Building for Student Success** - On August 21, 2014, the Community College along with Complete College America hosted a dialog with Uri Treisman, director of the Charles A. Dana Center and Larry Abele, expert on the development of academic maps. Faculty from the four, two year and workforce development programs were in attendance. From the dialog, faculty will develop strategies to help students enter and complete gateway courses and create academic maps to outline courses and milestones. Each of these activities focus upon student success.

- **Online Learning Capacity Building** - Seven (7) faculty participated in the 4th Annual Summer Online Learning Academy; a multi-week summer course that certifies faculty to teach online and assists them in building an online course. This initiative as well as other professional development activities throughout the academic year expands our institutional capacity and online courses to better serve our students. To date, we have 59 faculty who have been certified to teach online and eight (8) others currently pending certification.

  Between the 2012-2013 academic year and the 2013-2014 academic year we experienced a 26 percent increase in the total number of online courses offered to students (35 courses to 44 courses) and a 10.5 percent increase in the total number of students enrolled in a semester of online courses (619 enrolled students to 684 enrolled students). Having more online courses provides existing students flexibility toward decreasing time to degree and the ability to find course sections that meet their schedules and life-style. Over the past five years, more than 2,600 students have enrolled in our online courses.

  We currently have forty (40) new courses under development to be offered as fully online sections. Some of these courses will also contribute to new fully online certificate programs scheduled to launch in 2015.

- **New Faculty Evaluation Plan** - A new faculty evaluation plan was unveiled following the arbitration agreement settlement handed down in July. Faculty was provided information and support at college-wide meetings in August to assist them in preparing for the academic year and new evaluation standards. All faculty will shift to the merit system and will be evaluated annually.

- **New Pilot Program to Spark Innovation**- The Provost's Office in concert with Deans unveiled pilot professional development programs for faculty whereby through application and a detailed plan, faculty will have access to dedicated Title III funds to support research, innovation and course redevelopment. One of the programs will allow individual applicants to seek funding between $2,500-$5,000 dollars to support curriculum redesign and a second program will allow interdisciplinary teams of faculty to seek up to $15,000 dollars. A smaller pilot program will allow individual faculty to seek a $1,000 stipend to participate in experiential learning professional development workshops and encourage their research and course design around active learning pedagogies.

- **Building Capacity Around Student Success** - The College of Arts and Sciences (CAS) has worked to expand faculty expertise in experiential learning by developing teaching strategies that deepen student learning. These include creating instructional applications that bridge theory and practice, creating learning scenarios that foster student ownership, establishing reflection as tool to foster learning and meaning, and tying experiential and field based learning to class engagements.

- **Institutional Effectiveness** - Most adjunct faculty received UDC ID cards and email addresses on the first day of instruction. The importance of this action means that adjuncts were fully entered into the Banner system, resulting in access to the course management system, e.g. Blackboard. The importance of a simple act initiates a cascade of actions that result in better service to students (use of technology by contingent faculty to communicate and provide easy 24/7/365 access to curriculum) as well as provide a higher level of service and responsiveness to adjunct faculty (making sure we accurately account for the courses they teach and pay them accordingly, and on time).

IV. NEW FACULTY AND STAFFING

o Community College CEO Search Update- Three candidates were interviewed on the Van Ness campus in August by Board members and President Lyons. We are excited by the candidates and the expertise they offer.

o The Director of Career and Professional Development search and panel reviews are underway. Approximately 62 applications were reviewed. A new director will be selected and hired in September.

o University Health Services has selected a candidate for the Nurse Practitioner position whose projected start date is October.

o Counseling and Development has selected a candidate for the Counselor position whose projected start date is September.

o The Office of Human Resources hired a HR Compliance Officer in June who will oversee compliance of ADA, EEO, FMLA, and Title IX.

o The Public Safety Office recently said goodbye to Chief Larry Volz. Chief Volz has left to become Chief of Police for the District's Public Library System after serving over four years at the University. Captain Ronald Culmer has been designated the role of acting chief while the search for a permanent replacement is completed.

o Human Resources reports that 31 faculty across all schools and colleges have been hired to begin this new academic year (see appendix 2). All but one of the faculty are in priority programs and areas identified in V2020.

V. SELECT SUMMER ACTIVITIES

The summer months were highly productive and many groups and individuals contributed time and effort across the institution leading change, building capacity, and establishing successful practices that will contribute to the institutions success and build pipelines for potential students.

o President Lyons took time out of his personal vacation to re-establish a District of Columbia Sister City relationship in Accra, Ghana. The Sister City partnership was established in 2006, but never implemented. President Lyons had successful discussions with the Mayor of Accra and the fruits of this relationship will be forthcoming both to the District of Columbia and to the University.

o President Lyons and key faculty and administrators from CAUSES hosted five international dignitaries from Kenya on August 11th to explore student exchanges, water resource management, early childhood education, renewable energy, and workforce development.

o Dean Kim Ford and Mr. David Lloyd, Assistant Director of Student Success, presented at the APLU Commission on Access, Diversity and Excellence Conference in Boston, MA on August 8, 2014.

o UDC hosted a third-year Summer Bridge program supported by a NSF STEM grant - Technology Infusion Program. The program enrolled ten (10) DCPS students from grades 10 – 12 and two high school graduates in a four-week summer program. Students explored concepts and curriculum in the areas of environment sustainability, engineering, computer science and technology. All activities were experientially based and the students explored the University farm, solar energy, water quality, engineering design, and computer applications. President Lyons met with the students their second week on campus.

o The Boys and Girls Club of Greater Washington held their annual Teen Arts Program (TAP) camp on campus. The group utilized student apartments, the University Performance Art Center, amphitheater, and various other

campus venues that generated revenue for the University. They brought nine Master Class performances to campus.

o During the months of July and August, the University Environmental Quality Testing Laboratory in CAUSES provided a free soil quality testing for District residents and gardeners. The service was part of a USDA-grant. As of the time of this report, 250 soil samples were collected and processed. Laboratory processing was conducted by graduate and undergraduate students as part of an experiential learning initiative. Students worked full time five-days a week during July and August.

o Residence Life hosted 20 students, 40 interns, and 4 conference groups during the summer months in student apartments. The net profit earned from these short-term leases was $28,450.00.

o The School of Engineering and Applied Sciences (SEAS) report that ten (10) undergraduate students worked under the mentorship of faculty at different National Laboratories and Universities during summer 2014. The training took place at (Goddard National Laboratory, Naval Research Laboratory, NASA, National Institute of Standards and Technology (NIST), and Boeing Company).

o The School of Engineering and Applied Sciences (SEAS) report that two undergraduate students demonstrated excellence at the prestigious Summer Undergraduate Research Fellowship (SURF) Colloquium 2014 at NIST. Kamal Mayo working in the area of internet security demonstrated her work at the presentation on "Test and Measurement of Emerging Border Gateway Protocol Security Mechanism" and Colin Baker with a focus on nano-science presented his research on "Advanced Plasma Etching for High Aspect Ratio Nanometer Silicon Trenches."

o The School of Engineering and Applied Sciences (SEAS) hosted an Engineering Innovation (EI) program for high school students in association with Johns Hopkins University. It was an exciting, hands-on summer course for students interested in engineering and science. High school students from Britain, France, Spain, Africa, and Dubai attended the EI summer program held on the Van Ness campus. EI students had unique opportunities to be exposed to nanotechnology, 3D printer based advance manufacturing, renewable energy laboratories and zero energy homes.

o The University of the District of Columbia partnered with Chandigarh University in India to host a Joint International Conference on Creative Product Design in Chandigarh, India (July, 2014). In addition, Dr. Shetty, Dean of School of Engineering and Applied Sciences provided a successful pre-conference training workshop for 45 engineering faculty on the topic of "Innovations in Product Design and Entrepreneurship."

o David A. Clarke School of Law had 42 law students participate in the 2014 Public Interest Fellowship Program during the summer. These Fellows worked full-time in public interest, government, or judicial offices resulting in 16,800 total hours of public interest service.

o The Land-grant program in CAUSES has had a successful bounty of fresh produce enabling them to send 500 pounds of produce to DC Central Kitchen.

VI.   ACCREDITATION UPDATES

o **Middle States** - At least ten people were engaged over the summer for each of the eight subcommittees to determining how the proposed research questions align with the goals in the Strategic Plan V2020 and the standards in Characteristics of Excellence from MSCHE. They also worked to narrow the proposed research questions, identified sources and data needed to answer the research questions, and identified gaps in the sources and data. To date, the self-study activities are on target and making sufficient progress.

- o **Board of Engineering and Technology (ABET)** - The School of Engineering and Applied Sciences (SEAS) has been preparing their self-study in advance of the accreditation visit by the Board of Engineering and Technology (ABET) scheduled for October 2014. The study involved comprehensive evaluation of three engineering programs (Civil, Mechanical and Electrical Engineering) and also a program in Computer Science. The activities involved capacity building to update several laboratories in four departments. Upgrades will facilitate undergraduate research and curricular innovation.

- o **DCFD/UDC-CC Para-medicine Program** – A joint initiative between UDC-CC and the DCFD submitted an application for accreditation to CoAmps.

- o **Council on Rehabilitation Education (CORE) Accreditation** - Two visitors from the Council on Rehabilitation Education (CORE) Accreditation organization visited campus on August 9th – August 11th. This visit is a required step in our graduate Rehabilitation Counseling Program's efforts to secure the necessary level of accreditation to comply with its Department of Education Capacity Building Grant. We are happy to report that we received confirmation of a three-year accreditation.

- o **TK20-** The University community was invited to participate in and help select an assessment tool to support university wide assessment and store electronic assessment metrics. The TK20 application is already used on campus to a limited degree and will be expanded in scope and become the institutional assessment tool.

- o **Capital Projects**- Current accreditation related projects include the recently completed renovation for the School of Architecture in Building 32, renovations for the School of Engineering & Applied Sciences (SEAS) in Building 32/42, and the CAUSES Center for Nutrition, Dietetics & Health on Level 1 of Building 44.

VII. **FY 16 BUDGET PROCESS-TIMELINE -** See appendix 1.

VIII. **VISION 2020 PLAN IMPLEMENTATION**

As promised, our Strategic Plan V2020 has not been collecting dust upon a shelf; quite the contrary. Every division, unit and department of the institution is focused upon implementation and a commitment toward a shared urgency. As part of this effort, the senior leadership has developed a reporting template to track implementation.

- o The first quarterly (Apr 1 – Jun 30) V2020 implementation reports from all academic units and selected administrative areas have been received. Information is being used to build a V2020 implementation dashboard.

- o **IT infrastructure**

The Office of Information Technology (OIT) completed the wireless infrastructure installation at PR Harris in August, 2014.

The Office of Information Technology (OIT) has recently completed the first installation of switches based on the newly developed networking standard. The results have been better than expected as the traffic efficiency and overall port density has improved significantly.

The Office of Information Technology (OIT) has developed a disaster recovery plan to help protect electronic assets and provide overall data security.

IX. OTHER BRIEF UPDATES

- **Alumni Affairs**

  Alumni Trustees Election Update – The Office of Advancement and Alumni Affairs, in conjunction with the Office of General Counsel and the Board Of Trustee's Executive Secretary are developing a plan for the elections. They are currently reviewing existing law, regulations, and Board approved procedures from prior elections and will execute a solicitation and procurement for an elections vendor in fiscal year 2015 to assist with the administration of the elections.

  A 2014 Alumni Directory has been completed and distributed.

- **Capital Projects**

  Construction of New Student Center – Foundation work is substantially complete; steel erection is approximately 90% completed. Project completion is scheduled for spring 2015.

  Auditorium Renovations that include interior common areas, new seating, rest rooms, dressing rooms, exterior waterproofing, exterior stairways, and extending the plaza deck design to areas adjacent to the building are underway. The project completion is scheduled for fall 2014.

  Installation of the Green Roof and the Renovation of the Greenhouse, Building 44 is underway with completion scheduled for October 2014.

  The area previously used as the rose garden between Buildings 41 and 44 is being renovated into a playground and outdoor educational space for the Child Development Center. The project is scheduled for completion in October 2014.

- **Title IX Compliance-** Not a day goes by when we do not receive information regarding Title IX compliance. Gone are the days when Title IX meant that female students had equal access and equity in athletics. Today, institutions are facing increased scrutiny around how they handle sexual assault, sexual violence, harassment, and discrimination on campus. More than 76 schools are being investigated by the federal government to see whether their handling of sexual violence complies with antidiscrimination law. Among them are Catholic University, Johns Hopkins, Frostburg State and Morgan State. I have been meeting with a University-wide team to better understand what we currently do and how we will address added compliance measures to protect, inform and assess students. We have many initiatives currently underway to ensure we remain compliant and we see this as a core issue that requires attention by all constituents of the University.

- **Workforce Development & Life Long Learning (WDLL)-** The Community College Workforce Development programs served 2,898 unique students last academic year (FY13) and is gearing up for larger enrollment targets for 2014-2015. As of August 21, WDLL had 1,036 enrolled participants.

  To facilitate the growth in WDLL, Dr. Edith Westfall was promoted to Associate Dean. Dean Westfall will lead the career pathways work and internal articulation agreements with the University system.

  WDLL is also in the process of hiring 19 additional FTEs and 103 adjunct faculty per the budget enhancement. All staff positions are expected to be filled by October 1, 2014.

- **Land Grant and Community Outreach Numbers (CAUSES)-** In 2013 the Centers offered close to 10,000 workshops, demonstrations and events for more than 30,000 participants, operated in over 60 DC schools and more than 20 faith communities, worked with 4,000 community volunteers and recorded 300,000 interactions

with people in all eight Wards of the District of Columbia. This next year will continue to see strong demand and increased services.

- o **Communications-** A new communication publication was developed, tested, and launched (*UDC e-News*). This publication will serve as the University's centralized, campus-wide regularly disseminated news source.

- o **Advancement-** 125 pavers were engraved and installed on Dennard Plaza, Van Ness Campus.

X.   LOOKING AHEAD

- o September 10, 2014 – UDC will sponsor a suicide awareness and support event through Student Affairs.

- o September 10, 2014 – The Learning Resources Division (LRD) will host an opening exhibit reception at 5:30 (Building 41).

- o September 11, 2014 - The 2014 Green Living DC Expo will be held in conjunction with the 9th Annual Back to School BBQ for the University of the District of Columbia.

- o September 11, 2014 - 9th Annual Back to School BBQ.

- o September 11, 2014 - UDC Health and Wellness Committee will kick-off the *Get Up and Move* initiative with Dr. Ian Smith.

- o September 12, 2014 – WFDLL "Investing in Your Future" will be held at City Club of Washington.

- o September 17, 2014 – Jazz Forum – Warren Smith, master percussionist will perform 7:00-9:00 pm.

- o September 23, 2014 - Bestselling author, memoirist, and prison reform activist, Piper Kerman, will speak at the University of the District of Columbia. The College of Arts and Sciences will host a special VIP reception for Piper Kerman in the Windows Lounge, located in Building 38, 2nd floor, from 6:00 p.m. until 6:45 p.m. The cost to attend is $50.00. As a supporter of CAS, attendees will receive a special autographed copy of Piper Kerman's book Orange is the New Black and attend a reception with the author.

- o September 23-25, 2014 - The Community College nursing program will have an accrediting body (ACEN) visit.

- o September 26, 2014 - Opening Convocation will take place in the Auditorium of the Arts (10:00 am). The Convocation speaker is Mr. Francisco Marmolejo, Tertiary Education Coordinator, Education Global Practice at The World Bank.

- o September 26, 2014 – Harvest Fest on the University Muirkirk Research Farm; 2:30-5:00 pm. Muirkirk Farm is located at 12001 Old Baltimore Pike Road in Beltsville, Maryland.

- o September 28-30, 2014 – The UDC Nutrition Program (CAUSES) will have an accrediting body visit.

- o October 9, 2014- Dean Shelley Broderick will join Washington Informer publisher and editor Denise Rolark Barnes to co-moderate a DC Mayoral Candidate Forum that the School of Law will co-sponsor with AARP at the Mount Vernon Methodist Church from 6 to 8 pm.

- o October 14, 2014 – 1st annual Firebird Gold Open – Noon-6:00 pm, National Gold Club at Tantallon.

- o October 16, 2014 – Miss University of the District of Columbia Coronation 7:00 pm, UDC Theatre of the Arts.

- o October 20-23, 2014 - UDC Career Fair Week will take place in Building 38, B-Level.

- October 22, DC Board of Ethics and Government Accountability Best Practices Symposium, Moot Court Room, 6-8 pm.

- October 23, 2014- The David A. Clarke School of Law will co-host the Attorney General candidates forum with the DC Bar, DC Vote, DC Appleseed and a number of other DC nonprofits.

- November 6, 2014 – UDC will host a Veterans Day Program in the Window's Lounge.

XI   CHALLENGES

- As we implement our Strategic Plan V2020 we are forced to balance demands, initiatives and priorities carefully in light of flat funding, lower student enrollments, lower tuition revenue, and increased costs associated with compliance and growth initiatives. Careful attention to our strategic priorities will drive our future budgeting plan resulting in difficult decisions.

- Like many other institutions across the United States, we struggle with how to support undocumented students to ensure they have access to higher education beyond high school graduation. The national debate over undocumented immigrants' access to higher education has primarily focused on whether to charge them in-state tuition rates. Chairman Mendelson's office has asked about the University's policy on undocumented students as well as the DC Latino Caucus and the D.C. Center for Immigrant Justice. A representative body of University staff has developed a proposed policy position on undocumented students for the Board's consideration.

- A-133 Audit and repeat findings.

- Enrollment and retention.

- Financial control and spending associated with our grants.

Appendix 1

FY 2016 UDC's Preliminary Operating Budget Formulation Milestone Calendar - DRAFT	
Milestones	**Dates**
1. Submit list of FY 2015 Prioritized New Positions to the Board and Finalize Load - President\Budget Office	9/17/2014
2. Produce Baseline Date for FY 2016 Budget Process	9/4/2014
- FY 2013 and 2014 Expenditure reports for all major units- Budget Office	
- Revenue Forecasts for FY 2015-FY 17- Budget Office\Jackie	
- Presidential Priorities for FY 16 (e.g. 20-20, Accreditation etc.)- President\Terry	
- List of Budget Pressures (AFSCME COLA's, Student Center, IT etc.- Budget Team	
3. Finalize Budget Committee Membership with the President and Hold Kick-Off Budget Committee Meeting- Budget Team	9/5/2014
4. Conduct Unit Reviews (VPs & Deans)	9/15-19/2014
- Goals	
- Assessment Report	
- FY 13 & 14 Expenditure Review	
- Critical Needs in FY 16	
5. Identify and Incorporate OBP Formulation Calendar and Guidelines	10/1/2014
- Non- union COLA's	
- Enhancements	
- FY 2016 Budget Mark	
6. Develop Budget Assumptions for FY 2016 - Budget Committee	10/1/2014
7. Develop and distribute budget Forms and instructions for the units (NPS, PS, Enhancements, new positions etc.) - Budget Office	10/10/2014
8. Review Budget Requests and Justifications - Budget Office	10/31/2014
- Base Request (Fixed costs, basic operations)	
- New Positions-	
- Enhancements	
9. Summarize Unit Budgets and Approve Draft FY 2016 - Budget Office	11/7/2014
10. Conduct Campus Hearings - Budget Committee	11/10-18/2014
11. Prepare Final Budget and obtain President's Approval	11/21/2014
12. Present Budget to Board Budget & Finance Committee- President- December 15, 2014	12/15/2014
13. Submit to Office of Budget and Planning- Budget Office- December 20, 2014	12/20/2014
14. Submit Budget to Board for Final Approval- January 2015- President	1/5/2015
15. Submit Revised Final Budget to OBP- January 2015- Budget Office	1/12/2015

Appendix 2

Faculty Hires		
Name	**College/School**	**Position/Unit**
Ajunwa, Ifeoma	School of Law	Assistant Professor
Cox - Alomar, Rafiel	School of Law	Assistant Professor
Cohen, Debra	School of Law	Full Professor
Fatemi, Johan	School of Law	Instructor
McLain, William	School of Law	Instructor
Seidelman, Eva	School of Law	Instructor
Zibulsky, Julie	School of Law	Instructor
Alston, Sharon	CAS	Assistant Professor (Social Work)
Bullock, Angela	CAS	Assistant Professor (Social Work)
Sechrest - Ehrhardt, Lisa	CAS	Assistant Professor (Social Work)
Bell, Kimberly	CAS	Associate Professor (Psychology)
Carlson, Nancy	CAS	Assistant Professor (Psychology School Counseling)
Hampton - Garland, Pamela	CAS	Assistant Professor (Adult Education)
Huderson, Brandy	CAS	Assistant Professor (Biology)
Kalunga, Richard	CAS	Assistant Professor (Speech Language Pathology)
Nelson, Rachelle	CAS	Clinical Instructor (Speech Language Pathology)
Kelley, Ayanna	CAS	Clinical Instructor (Education)
Lane, Cotina	CAS	Clinical Instructor (Criminal Justice)
Mertens, Pamela	CAS	Assistant Professor (Criminal Justice)
Levere, Michelle	CAS	Clinical Instructor/Director of Field Education (Social Work)
Foster, Debra	SBPA	Instructor (Accounting)
Lemma, Testaye	SBPA	Associate Professor (Accounting)
James, Shakir	SEAS	Assistant Professor (Comp Science & IT)
Junwhan, Kim	SEAS	Assistant Professor (Comp Science & IT)
Yao Yu, Pa	SEAS	Assistant Professor (Civil Engineering)
Harris, Yolanda	UDC-CC	Division Director for Business (Associate Professor)
McCollum, Walter	UDC-CC	Associate Professor (Business)
King, Scott	UDC-CC	Assistant Professor (Hospitality)
Spears, Stephanie	UDC-CC	Assistant Professor (fashion merchandising)
Wachira, Stevenson	UDC-CC	Assistant Professor (computer science)
Yousif, Naciem	UDC-CC	Assistant Professor (life and Physcial science)