

UNIVERSITY OF  
THE DISTRICT OF COLUMBIA

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BOARD OF TRUSTEES

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REGULAR MEETING

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Tuesday,  
January 27, 2015

The meeting convened at 5:00 p.m.,  
Elaine Crider, Chair, presiding.

BOARD OF TRUSTEES MEMBERS PRESENT:

ELAINE CRIDER, Chair  
CHRISTOPHER BELL, Vice-Chair  
JOSEPH ASKEW  
NATASHA BENNETT  
JAMES DYKE  
REGINALD FELTON, Treasurer  
GABRIELA LEMUS  
ERROL SCHWARTZ, Major General  
JAMES SHELTON  
ANTHONY TARD D  
MARY THOMPSON  
JOSHUA WYNER  
JAMES LYONS, Acting President

ALSO PRESENT:

BEVERLY FRANKLIN, Executive Secretary  
JENNIFER NILES, Deputy Mayor for Education  
DONALD RICKFORD, Chief Financial Officer  
DIANNA PHILLIPS, CEO, Community College  
LENA WALTON  
SANDRA YATES  
RACHEL PETTY  
DWIGHT SANCHEZ  
MICHAEL ROGERS

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## P-R-O-C-E-E-D-I-N-G-S

5:09 p.m.

CHAIR CRIDER: I'd like to call the meeting to order, please. Ms. Franklin, can you call the roll?

MS. FRANKLIN: Mr. Askew?

TRUSTEE ASKEW: Present.

MS. FRANKLIN: Mr. Bell?

VICE CHAIR BELL: Present.

MS. FRANKLIN: Ms. Bennett?

TRUSTEE BENNETT: Present.

MS. FRANKLIN: Ms. Castillo?

(No audible response)

MS. FRANKLIN: Ms. Castillo?

(No audible response)

MS. FRANKLIN: Okay. Dr. Crider?

CHAIR CRIDER: Here.

MS. FRANKLIN: Dr. Curry?

(No audible response)

MS. FRANKLIN: Mr. Dyke?

TRUSTEE DYKE: Here.

MS. FRANKLIN: Mr. Felton?

1 TRUSTEE FELTON: Here.

2 MS. FRANKLIN: Dr. Lemus?

3 (No audible response)

4 MS. FRANKLIN: Dr. Lemus?

5 (No audible response)

6 MS. FRANKLIN: Dr. Lyons?

7 (No audible response)

8 MS. FRANKLIN: General Schwartz?

9 GENERAL SCHWARTZ: Here.

10 MS. FRANKLIN: Mr. Shelton?

11 (No audible response)

12 MS. FRANKLIN: Mr. Tardd?

13 TRUSTEE TARDD: Here.

14 MS. FRANKLIN: Ms. Thompson?

15 TRUSTEE THOMPSON: Here.

16 MS. FRANKLIN: Mr. Wyner?

17 TRUSTEE WYNER: Here.

18 MS. FRANKLIN: Madam Chair, you do  
19 have a quorum.

20 CHAIR CRIDER: Thank you, Ms.

21 Franklin.

22 An executive session was held at the

1 November 18th, 2014 Board of Trustee meeting.

2 All matters acted upon in the executive session  
3 were proper. I'd like to have a motion for  
4 approval of the minutes of the November 18,  
5 2014 --

6 TRUSTEE FELTON: So moved.

7 CHAIR CRIDER: So moved.

8 TRUSTEE SCHWARTZ: Second.

9 CHAIR CRIDER: Moved and second. All  
10 in favor?

11 (Chorus of ayes)

12 CHAIR CRIDER: All opposed or  
13 abstaining?

14 PARTICIPANT: I abstain.

15 CHAIR CRIDER: That motion carries.  
16 Okay. And now we'd like to have a motion to make  
17 changes to the agenda.

18 PARTICIPANT: So moved.

19 CHAIR CRIDER: So moved.

20 PARTICIPANT: Seconded.

21 CHAIR CRIDER: You need to know what  
22 they are, right?

1 PARTICIPANT: I was going to say, what  
2 changes are they?

3 (Laughter)

4 CHAIR CRIDER: I'm liking the way  
5 you're moving though.

6 (Laughter)

7 CHAIR CRIDER: I'd like to move up the  
8 agenda item that says Presidential Search  
9 Committee update under the report of the  
10 Chairperson, and we'll have that as part of the  
11 Chairperson's report. And then we needed to add  
12 to the agenda the two resolutions for executive  
13 appointments that the Executive Committee just  
14 voted on. And that would be for the extension of  
15 the appointment of Dr. Sandra Yates as acting  
16 dean of the School of Business and appointment of  
17 Jonathan Smith as associate dean of Experiential  
18 and Clinical Programs. And we need to add those  
19 to the action items. And then lastly I'd like to  
20 move up the community college to directly follow  
21 the report of the President.

22 So I'd entertain a motion to make

1 those changes to the agenda.

2 TRUSTEE FELTON: So moved.

3 TRUSTEE SCHWARTZ: Second.

4 CHAIR CRIDER: Moved and second. All  
5 in favor?

6 (Chorus of ayes)

7 TRUSTEE ASKEW: Madam Chair?

8 CHAIR CRIDER: Yes?

9 TRUSTEE ASKEW: Madam Chair?

10 TRUSTEE SCHWARTZ: Yes, Mr. Askew?

11 TRUSTEE ASKEW: I have a hard stop at  
12 around 6:15.

13 CHAIR CRIDER: Okay.

14 TRUSTEE ASKEW: So I'd like to ask  
15 that the report on the Operations Committee be  
16 moved to the front of the agenda as well.

17 CHAIR CRIDER: Okay. So, we'll move  
18 the Operations Committee report to follow the  
19 report from the community college. Okay? And if  
20 it looks like we're going to be a little later  
21 than that, I'll move you up again. So, we'll  
22 deal with that.

1                   Okay. Any other questions,  
2 discussion?

3                   (No audible response)

4 CHAIR CRIDER: All in favor, vote aye?

5                   (Chorus of ayes)

6 CHAIR CRIDER: Any opposed?

7                   (No audible response)

8 CHAIR CRIDER: Any opposed or  
9 abstentions?

10                  (No audible response)

11 CHAIR CRIDER: That motion also  
12 carries.

13                  Okay. Dr. Lemus, was that you that  
14 just came back, or Dr. Castillo?

15 TRUSTEE LEMUS: Yes, ma'am. I'm  
16 sorry.

17 CHAIR CRIDER: Okay. So Dr. Lemus is  
18 back. Thank you.

19                  Okay.

20 TRUSTEE LEMUS: Like a bad penny.

21 CHAIR CRIDER: All right.

22                  (Laughter)



1 CHAIR CRIDER: Oh, you're never a bad  
2 penny.

3 TRUSTEE LEMUS: Thank you.

4 CHAIR CRIDER: Before we get really  
5 started into our meeting, I'd like to have  
6 President Lyons introduce the Deputy Mayor for  
7 Education who has come to visit and invite her  
8 just to say a hello to us today.

9 TRUSTEE LYONS: Thank you, Madam  
10 Chair, members of the Board. I just met and had  
11 the pleasure of getting to talk -- have an  
12 opportunity to talk with Ms. Jennifer Niles, who  
13 is the Deputy Mayor for Education. And she's  
14 from Connecticut, which doesn't have anything to  
15 do with anything, we know.

16 (Laughter)

17 TRUSTEE LYONS: It's just so rare that  
18 I get to say anybody is from Connecticut. But we  
19 just had a very brief visit talking about how we  
20 will proceed next year. And I asked her if she  
21 would be so kind as to greet you all. So,  
22 Jennifer?

1 MS. NILES: Thank you very much.

2 TRUSTEE LYONS: At the podium, please.

3 And you'll have to turn the mic on.

4 CHAIR CRIDER: State your name.

5 MS. NILES: Good evening. My name is

6 Jenny Niles. I'm the new Deputy Mayor for

7 Education here in Washington, D.C. It's very

8 much a treat to meet you all as well as to see

9 everybody here tonight.

10 Tonight I won't get to stay for the

11 meeting, but I look forward to learning a lot

12 more about UDC and our community college and

13 figuring out ways that the administration can

14 support UDC. It's an honor to work for Mayor

15 Bowser and one of the reasons that she asked me

16 to do this role was especially around our pre-K

17 to 12 work of the sectors, both DCPS and charters

18 working together. She also is really interested

19 in making sure we have a really strong higher

20 education system as well.

21 So, I look forward to it. So, thank

22 you for welcoming me.

1 CHAIR CRIDER: Thank you.

2 Okay. In accordance with Section 2-  
3 575(b)(10) of the Open Meetings Act, the Board of  
4 Trustees hereby gives notice that it may conduct  
5 an executive session for the purpose of  
6 discussing the appointment, employment,  
7 assignment, promotion, performance evaluation,  
8 compensation, discipline, demotion, removal or  
9 resignation of government appointees, employees  
10 or officials.

11 So, I'd like to have a motion to go  
12 into executive session.

13 TRUSTEE FELTON: So moved.

14 TRUSTEE SCHWARTZ: Second.

15 CHAIR CRIDER: Moved and second. Mr.  
16 Franklin, can you call the roll, please?

17 MS. FRANKLIN: Mr. Askew?

18 TRUSTEE ASKEW: Yes.

19 MS. FRANKLIN: Mr. Bell?

20 VICE CHAIR BELL: Yes.

21 MS. FRANKLIN: Ms. Bennett?

22 TRUSTEE BENNETT: Yes.

1 MS. FRANKLIN: Ms. Castillo?

2 (No audible response)

3 MS. FRANKLIN: Dr. Crider?

4 CHAIR CRIDER: Yes.

5 MS. FRANKLIN: Dr. Curry?

6 (No audible response)

7 MS. FRANKLIN: Mr. Dyke?

8 TRUSTEE DYKE: Yes.

9 MS. FRANKLIN: Mr. Felton?

10 TRUSTEE FELTON: Yes.

11 MS. FRANKLIN: Dr. Lemus?

12 TRUSTEE LEMUS: Yes.

13 MS. FRANKLIN: Dr. Lyons?

14 TRUSTEE LYONS: Yes.

15 MS. FRANKLIN: General Schwartz?

16 TRUSTEE SCHWARTZ: Yes.

17 MS. FRANKLIN: Mr. Shelton?

18 (No audible response)

19 MS. FRANKLIN: Dr. Tardd?

20 TRUSTEE TARDT: Yes.

21 MS. FRANKLIN: Ms. Thompson?

22 TRUSTEE THOMPSON: Yes.

1 MS. FRANKLIN: Mr. Wyner?

2 TRUSTEE WYNER: Yes.

3 CHAIR CRIDER: So, we'll now go into  
4 executive session. Thank you.

5 (Whereupon, the above-entitled matter  
6 went off the record at 5:16 p.m. and resumed at  
7 6:29 p.m.)

8 CHAIR CRIDER: I'd like to call the  
9 public meeting back in order.

10 An executive session was held and all  
11 matters acted upon in executive session were  
12 proper.

13 The next item on the agenda would be  
14 the four action items, so if we could do those.  
15 The first is the resolution for conferral of  
16 honorary degree upon Dr. Beverly Malone. Jim,  
17 are you doing that or -- I'm sorry. Trustee  
18 Schwartz?

19 TRUSTEE SCHWARTZ: Okay. The Academic  
20 and Student Affairs Committee met earlier this  
21 month and we would like to present  
22 to the Board of Trustees the conferral of

1 honorary degree to Beverly Malone.

2 Pursuant to 8 DCMR, Section 315.2, the  
3 president, upon consultation with the faculty  
4 senate, has recommended that Dr. Beverly Malone  
5 be awarded an honorary degree based upon her  
6 outstanding leadership, dedication and  
7 accomplishment as a medical professional,  
8 teacher, administrator and public servant, and  
9 for her advocacy for nurses and the communities  
10 they serve, both nationally and globally achieved  
11 during her 40 years of distinguished career and  
12 for health policies, education, administration,  
13 clinical practice, and exemplified by her  
14 leadership at the helm of the National League of  
15 Nurses since 2007, as dean of the School of  
16 Nursing at North Carolina A&T, and as president  
17 for two terms at the American Nurses Association  
18 representing over 180,000 nurses in the United  
19 States, and the general secretary of the Royal  
20 College of Nursing in the United Kingdom, the  
21 largest professional union of nurses from 2001 to  
22 2007.

1 Pursuant to 8 DCMR 315.3, the Board of  
2 Trustees must approve the recommendation of  
3 Beverly Malone by an affirmation vote of three-  
4 fourths of the members present at a meeting of  
5 the Board of Trustees following the meeting  
6 recommendation was made.

7 Now, therefore be it resolved, the  
8 Board of Trustees of the University of the  
9 District of Columbia hereby approves the  
10 recommendation of awarding the degree of doctor  
11 of science with all honors, privileges and duties  
12 pertaining hereto.

13 PARTICIPANT: Second.

14 CHAIR CRIDER: It's been moved and  
15 second. Any discussion?

16 (No audible response)

17 CHAIR CRIDER: Discussion? Questions?

18 (No audible response)

19 CHAIR CRIDER: Hearing none, all in  
20 favor, vote aye?

21 (Chorus of ayes)

22 CHAIR CRIDER: Any opposed or

1 abstentions?

2 (No audible response)

3 CHAIR CRIDER: That motion carries.

4 Thank you.

5 The next item on the agenda is the  
6 university 2016 operating budget.

7 TRUSTEE FELTON: Thank you, Madam  
8 Chair. I will come forward and answer any  
9 questions. The presentation was made at our  
10 Committee meeting, and thereby the Committee  
11 recommended approval and recommended that it go  
12 forward to the Full Board for approval. And so  
13 Don is here to answer any questions that you have  
14 about the budget that have not been previously  
15 resolved.

16 CHAIR CRIDER: Board Members, any  
17 questions that you have?

18 TRUSTEE SHELTON: Basically I have  
19 one.

20 CHAIR CRIDER: Trustee Shelton?

21 TRUSTEE SHELTON: I was looking for  
22 the single-page document that discussed the



1 strategy for the Board to establish a position  
2 over a three-year period as to the budget  
3 limitations and the budget scope. Do you have  
4 any comments about that or reaction to that?  
5 It's a one-page document that was shared at the  
6 Committee meeting.

7 MR. RICKFORD: You're talking about  
8 for --

9 TRUSTEE SHELTON: It was a concept of  
10 a strategy. Okay. I'm sorry. It's the last  
11 page called "Creative Sustainable Budget Model  
12 Including Enhanced Requests: A Partnership With  
13 the City."

14 MR. RICKFORD: Yes.

15 TRUSTEE SHELTON: We discussed it in  
16 Committee, and I again consider it a valid  
17 option, even though the Committee did not bring  
18 it out. So I'm bringing it up as a point of  
19 personal privilege, that I think this was a good  
20 idea and I encourage the Board Members to look at  
21 it and think about it as a process for firming up  
22 our commitment to a budget over a period of time

1       that will hopefully help us and sustain us. And  
2       I thought it was important enough to bring it  
3       back to the Board for consideration even though  
4       the Committee had made a unanimous decision --  
5       not a unanimous, but a vote that this was not to  
6       limit the administration.

7               But the idea of having a game plan for  
8       your budget that covers time is critical to  
9       management of a multi-million dollar budget, and  
10      to my mind we've never had a Board plan for our  
11      budget. We've had specific numbers and specific  
12      problems, but we have never discussed in my  
13      opinion how a three or four-year laid out scope  
14      of budget management would be helpful in the  
15      argument for getting the funding that we need  
16      from certain sources and doing our part to get  
17      increased funding. And that concept I did not  
18      want to go by the road. I wanted us to be sure  
19      that it was in the record and included and so  
20      that management would continue to pursue a  
21      strategy of a firm budget plan over a period of  
22      time. Thank you.

1 TRUSTEE FELTON: Trustee Shelton, I  
2 appreciate those comments. Again, based on our  
3 discussion it wasn't an objection to the need to  
4 coordinate and move forward. In fact we've had  
5 recent subsequent conversations about the need  
6 for us to have a multi-year plan so that the  
7 Council and the mayor and those in our community  
8 understand where we're going and what our  
9 priorities are. I think the specific move at  
10 this time was to defer until again the  
11 relationships have been established with new  
12 members of the administration. Thank you.

13 CHAIR CRIDER: Did you have something,  
14 Jim?

15 TRUSTEE LYONS: No, that's fine.

16 CHAIR CRIDER: Okay. Are there any  
17 other questions, comments on the budget?

18 (No audible response)

19 CHAIR CRIDER: If not, I'll entertain  
20 a motion.

21 TRUSTEE FELTON: Move for approval.

22 PARTICIPANT: Second.

1 CHAIR CRIDER: It's been moved and  
2 second. Any further discussion?

3 (No audible response)

4 CHAIR CRIDER: Hearing none, all in  
5 favor, vote aye?

6 (Chorus of ayes)

7 CHAIR CRIDER: Any opposed or  
8 abstention?

9 (No audible response)

10 CHAIR CRIDER: That motion carries.  
11 Thank you.

12 We have the next resolution, which is  
13 the -- this is a resolution that just came out of  
14 Executive Committee, and it is for -- in your  
15 blue folders, you'll have two resolutions. You  
16 also have in your blue folder a few letters. One  
17 is a letter from the president of the Faculty  
18 Union, Dr. Johnson. And the testimony letter of  
19 Dr. Khatri. And then the School of Business and  
20 Public Administration newsletter. Those are all  
21 in your blue folder.

22 The resolution for the extension of

1 the appointment of Dr. Sandra Yates as acting  
2 dean of the School of Business and Public  
3 administration. And we did make one change to  
4 this. The last paragraph there indicated for a  
5 period not to exceed June 30th, 2015, when in  
6 fact the intent is to have Dr. Yates as long as  
7 she agrees to hang in here with us until we  
8 actually get someone appointed. They anticipate  
9 having someone to put in the permanent dean  
10 position by April of May, but just in case  
11 something happens we thought that it's better to  
12 have language in there that doesn't make them  
13 have to come back to us for another extension in  
14 the event that that doesn't happen. And so we  
15 asked that the language be changed to read "for a  
16 period" -- I'm sorry. Trustee Bell has the  
17 language. We said "until a suitable replacement  
18 has been identified." So that's the language  
19 that we would put in that resolution.

20 Now, therefore be it resolved that the  
21 Board of Trustees of the University of the  
22 District of Columbia approves the extension of

1 the appointment of Dr. Sandra Yates as the acting  
2 dean of the School of Business and Public  
3 Administration consistent with terms and  
4 conditions in the appointment letter until a  
5 suitable replacement is identified.

6 TRUSTEE SCHWARTZ: Madam Chair?

7 CHAIR CRIDER: Yes.

8 TRUSTEE SCHWARTZ: The FIS then would  
9 have to be adjusted appropriately. I think the  
10 FIS did also outline the time frame initially.

11 CHAIR CRIDER: Okay. Yes, we'll ask  
12 the fiscal people to do that for us.

13 Okay. So, first I guess I need a  
14 motion to approve.

15 PARTICIPANT: So moved.

16 CHAIR CRIDER: And a second?

17 TRUSTEE THOMPSON: Seconded.

18 CHAIR CRIDER: Any further discussion  
19 on this?

20 (No audible response)

21 CHAIR CRIDER: So I would ask to vote  
22 approval with the changes that we identified, the

1 date change and the changing of the fiscal impact  
2 statement. All in favor, vote aye?

3 (Chorus of ayes)

4 CHAIR CRIDER: Any nos or abstentions?

5 (No audible response)

6 CHAIR CRIDER: That motion carries.

7 Thank you.

8 Thank you, Dr. Yates.

9 DR. YATES: You're welcome.

10 CHAIR CRIDER: And then the next  
11 resolution or action item here is request for the  
12 approval of the appointment of Jonathan Smith as  
13 associate dean of the Experiential and Clinical  
14 Programs. And there was an error in that first  
15 line there. His name is Jonathan, not James  
16 Smith.

17 TRUSTEE LYONS: Do you want to say  
18 anything or talk about this appointment at all?

19 TRUSTEE LYONS: No, I entertain that  
20 we receive the motion.

21 CHAIR CRIDER: Okay. Now, therefore  
22 be it resolved that the Board of Trustees of the

1 University of the District of Columbia approves  
2 the appointment of Jonathan Smith as the  
3 associate dean of Experiential and Clinical  
4 Programs effective February 1st, 2015. Do I have  
5 a motion?

6 VICE CHAIR BELL: So moved?

7 CHAIR CRIDER: Second?

8 TRUSTEE SHELTON: Second.

9 CHAIR CRIDER: Moved and second. Any  
10 discussion?

11 (No audible response)

12 CHAIR CRIDER: Discussion?

13 (No audible response)

14 CHAIR CRIDER: All in favor, vote aye?

15 (Chorus of ayes)

16 CHAIR CRIDER: Any opposed?

17 (No audible response)

18 CHAIR CRIDER: Any opposed or  
19 abstentions?

20 (No audible response)

21 CHAIR CRIDER: And that motion also  
22 carries. Thank you for that.



1                   And that's the end of the action items  
2                   for us.

3                   We'll now move into the various  
4                   reports. So, we will first have the Committee  
5                   report; we're going a little bit out of order,  
6                   and ask for the Community College report from  
7                   Trustee Dyke.

8                   TRUSTEE DYKE: Thank you very much,  
9                   Madam Chair. Thank you for changing the schedule  
10                  to allow me to go first.

11                  We were scheduled to have a Community  
12                  College meeting last week, but because of the  
13                  snow we had to postpone the meeting, but I wanted  
14                  to share with the Full Board; and you should have  
15                  in your packet now, in the blue folder a document  
16                  that I asked our new CEO, Dr. Phillips, to  
17                  prepare that's entitled, "Strategic Imperatives  
18                  for the Community College."

19                  And I thought it was important since  
20                  one of the main reasons we recruited a new CEO  
21                  was to make sure that we had someone there who  
22                  was going to help us carry out our vision for the

1 community college and to move forward. And I  
2 wanted her to put in writing some of those goals  
3 that we think are important to accomplish over  
4 the course of the next several years.

5 Now, I should preface it by saying  
6 that these are aspirational goals, because we  
7 realize that some of them involve financing and  
8 we realize we also have a very tight budget right  
9 now, and so we're not looking to take anything  
10 away from other programs. But we thought it was  
11 important that we get on the record what we  
12 thought was needed at the community college to  
13 move us forward.

14 Now, in conjunction with this document  
15 we also at our rescheduled meeting, which will  
16 probably be now February 19th, will be having a  
17 discussion with some outside experts about a  
18 system, because there's a lot of discussion going  
19 around the city about a university system. We do  
20 have a system and we want to make sure that  
21 everybody understands what a system is and what  
22 the components are and where we fit into that

1 system.

2 And one of the points that we wanted  
3 to make and is addressed in this document is that  
4 one of the components has to be a comprehensive  
5 community college. And we are very proud of all  
6 the progress we've been making on work force  
7 training and in other areas, but we also need To  
8 emphasize the fact that this is to be a  
9 comprehensive community college. And so we want  
10 to move as forcefully on all fronts as possible.

11 We also outline in this document; and  
12 I won't go through each one of them right now,  
13 some other specific things internally that the  
14 community college needs to be focused on relating  
15 to a chief financial officer, relating to  
16 technology and some other items. And I want to  
17 ask Dr. Phillips briefly to speak to some of  
18 these because in some of these areas when we --  
19 to go back to what I said earlier about the  
20 budget, there are some other funding options for  
21 us by looking for grants and some other things,  
22 and we're going to be aggressively pursuing

1 those.

2 But I'd like for Dr. Phillips to kind  
3 of hit on the highlights of this document with  
4 the understanding that our committee is going to  
5 be discussing it at the next meeting and we're  
6 going to bring it back here for approval by the  
7 Board as an aspirational agenda for what we ought  
8 to be doing and also laying the groundwork for  
9 eventual accreditation of the community college  
10 as an independent part of the university system.

11 Dr. Phillips?

12 DR. PHILLIPS: So, thank you, Mr.  
13 Dyke, Trustees. Dianna Phillips, chief executive  
14 officer of the community college. It is my  
15 pleasure to speak before you for just a little  
16 bit.

17 As Mr. Dyke indicated, they had asked  
18 me to bring forward the strategic imperatives for  
19 the community college. What I want to emphasize  
20 is just a couple of things: This document was  
21 not built in isolation and it did not just come  
22 out of my head. I have been working with faculty

1 and staff at the community college and colleagues  
2 here at the university to put these imperatives  
3 together.

4 We've spent a lot of time talking  
5 about a system of higher education in Washington,  
6 D.C., a state-sponsored system of higher  
7 education. The community college faculty and  
8 staff have done a lot of work. The whole  
9 university has done a lot of work on strategic  
10 planning for the institution and for the system  
11 over the last couple of years. So this document  
12 represents what I believe is our best thinking as  
13 the faculty and staff of the community college  
14 informed by colleagues from the university.

15 And so briefly, it breaks down into  
16 three areas. And I put them in phases, Phase I  
17 and Phase II. Phase I is for the next 17 to 18  
18 months until after Middle States visits us. And  
19 of course the first criteria there is  
20 reaffirmation as -- from Middle States  
21 reaffirmation for the institution. While that is  
22 happening the goal is to fortify the foundation

1 of the community college inside the function of  
2 ensuring that we are reaccruited as an  
3 institution.

4 That fortification basically comes in  
5 several different areas, and I've outlined them  
6 in the report. First, and the biggest request is  
7 a chief financial officer for the community  
8 college. And we had talked about that.  
9 Solidifying the budget. I completely agree with  
10 Trustee Shelton, we need long-term planning for  
11 budgets and I believe that this feed directly  
12 into our ability to plan long term for budget at  
13 the community college.

14 I'm talking about launching data-  
15 informed quality initiatives in the community  
16 college. We want to attest to the quality of  
17 what I call the teaching and learning experience  
18 to make sure that it is topnotch. And so there  
19 are some institutional quality things that have  
20 to be put into place to make sure that that is  
21 happening.

22 Strategic enrollment management. I

1 met with the associate provost Mr. Sanchez and  
2 we've already started moving forward on some  
3 strategic enrollment management initiatives.  
4 I've also been in communication with Provost  
5 Petty on these initiatives and we've already  
6 started moving some of that forward. We have  
7 some opportunities to do some more work in that  
8 area.

9 Technology initiatives have to be the  
10 absolute foundation of everything that we do, and  
11 I think there are some opportunities for us to  
12 move forward in piloting some new technology at  
13 the community college.

14 We've talked about establishing the  
15 identity of the community college within the  
16 system, working with Mr. Gordon and Vice  
17 President Rogers' staff. We've already started  
18 down that path and I think you'll see some things  
19 coming up with that initiative very shortly.  
20 That's critical, that people understand the  
21 community college exists. It helps feed the  
22 strategic enrollment management, solidifying

1 budgets. All those things go hand in hand.

2 And finally, inside the community  
3 college an opportunity to do some restructuring  
4 and reorganizing, utilizing our resources to  
5 their best advantage. And there are some things  
6 that I think that we can do there.

7 So, those are our strategic  
8 imperatives. That's the 35,000-foot view for the  
9 next 16 to 18 months. And in that time frame  
10 we'll also be working with Middle States to make  
11 sure we're on track doing all the things that we  
12 need to be doing to move the agenda forward with  
13 accreditation and to lay the foundation for  
14 separate accreditation. And those kinds of  
15 things involve benchmarking, candidacy  
16 requirements, whatever the criteria are.

17 So then Phase II, once we are affirmed  
18 and reaccredited, we have talked about continuing  
19 the development of the community college as  
20 destination campuses, where community college  
21 facilities are in each of the wards. We can talk  
22 more about that plan. And then ultimately



1 separate accreditation as part of the UDC system  
2 is the ultimate goal. Thirty-six months out is  
3 the time line that we put together.

4 It is an ambitious timeline, frankly,  
5 but from my perspective we've got to have a  
6 target that we're working towards, and then we  
7 can back up and adjust realistically as we move  
8 forward. But it's important to put the goal out  
9 there. This is what we're working toward.

10 My hope is; and you'll see in the  
11 proposal that I've also addressed some of the  
12 resource issues, I truly believe that we can  
13 accomplish some of these tasks using the  
14 resources that we already have. I believe that  
15 we can work in closer partnership with community  
16 agencies here in Washington, D.C. that will  
17 enable us to free up some funds that we're using  
18 in ways that we really don't need to use them. I  
19 believe that we have a great opportunity to be  
20 very aggressive about grant funding. And there  
21 are grant funds out there that will help us  
22 accomplish some of these tasks.

1                   So, those would be my priorities. I'm  
2                   calling it budget acuity and resource management  
3                   all at the same time.

4                   TRUSTEE DYKE: Very good. Thank you  
5                   very much.

6                   Now, are there any questions?

7                   (No audible response)

8                   TRUSTEE DYKE: I would draw your  
9                   attention to the fact that our committee will be  
10                  discussing this on February 19th. So I would  
11                  invite other members of the Board, if they want  
12                  to sit in on that, please feel free so to do.

13                  But before Dianna sits down, let me  
14                  say one other little thing, by the way. When we  
15                  talk about establishing an identity, it's amazing  
16                  how little things can help get the word out there  
17                  about UDC and about the community college.

18                  And I have found way that's been quite  
19                  effective is I usually go to the gym every  
20                  morning and every morning I wear a different T-  
21                  shirt. And I wear on one day one that says UDC  
22                  and on the other day the one for the community

1 college. And it elicits people asking questions  
2 and things like that. And little things we can  
3 do just to kind of get the name out there. And  
4 on days like this there is a UDC umbrella I would  
5 advise you to also carry around.

6 (Laughter)

7 TRUSTEE DYKE: Those things are really  
8 very effective.

9 Before Dr. Phillips sits -- oh, did  
10 you want to respond to that? You want to buy a  
11 T-shirt?

12 (Laughter)

13 TRUSTEE WYNER: -- not what I wanted  
14 to say, but a friendly amendment to what I was  
15 going to --

16 (Simultaneous speaking)

17 TRUSTEE DYKE: Okay.

18 TRUSTEE WYNER: No, I just want to say  
19 that I'm pleased to see in terms of the data-  
20 informed institutional quality initiatives, in  
21 terms of talking about internally restructuring  
22 to align the student successfals and look forward

1 to the conversation at the Community College  
2 meeting to talk a little bit about what student  
3 successfals are and to what those align.

4 CHAIR CRIDER: Absolutely.

5 TRUSTEE WYNER: And just really  
6 delighted to see those things in here. And I  
7 think this is a great start for our conversation  
8 at the Committee level. But thank you for so  
9 early in your tenure putting something like this  
10 together. I think it's a great start for our  
11 conversations. Thank you.

12 DR. PHILLIPS: I appreciate that, and  
13 that's why I wanted to predicate it. It is early  
14 in my tenure, but it was informed by the faculty  
15 and the staff, so I used their great thinking and  
16 their resources, their knowledge to put this  
17 together. So it's a team effort.

18 TRUSTEE DYKE: Including meeting on a  
19 Sunday, a full day on a Sunday with the faculty  
20 and staff, which is a real big commitment, I must  
21 admit.

22 DR. PHILLIPS: And they volunteered.

1 And several of them are here today. They  
2 volunteered to spend a Sunday while we were  
3 working on strategic imperatives. I was very,  
4 very proud of them. And that was their choice.  
5 I followed in that particular conversation, and I  
6 was happy to do it.

7 TRUSTEE DYKE: As some would say,  
8 rather than stay home and watch the Washington  
9 football team, they'd rather --

10 (Laughter)

11 TRUSTEE DYKE: I won't get into that.

12 (Laughter)

13 DR. PHILLIPS: I do have some friends  
14 in the room, Mr. Dyke.

15 TRUSTEE DYKE: Mr. Felton?

16 TRUSTEE FELTON: Dr. Phillips, thanks  
17 again. You've really answered my question in  
18 your last statement, and that was just share with  
19 us the excitement and energy of the faculty staff  
20 as you put this together. And I think you've  
21 commented, unless you wanted to add something  
22 else.

1 DR. PHILLIPS: We've been vetting it  
2 the whole way. I will take it back again. It  
3 needed to go before the chair and the vice chair  
4 of the Community College Committee. I'm very  
5 cognizant of protocol and how to move this  
6 forward. We will take it back to the Community  
7 College for I hope a robust conversation in the  
8 Community College Committee.

9 I'm in the process of launching  
10 something that I call a faculty advisory  
11 coalition. This will be shared with them in  
12 writing in detail. This is additional faculty  
13 that weren't there that Sunday in December. So  
14 it will get full consideration for the community  
15 college faculty and staff.

16 TRUSTEE DYKE: Yes, and just for the  
17 record we were going to discuss it at the meeting  
18 last week, but because it was cancelled, I just  
19 wanted to make sure the Board was aware of it as  
20 we started that discussion. So, this is an  
21 informational item only.

22 CHAIR CRIDER: I do have one

1 question --

2 TRUSTEE DYKE: Yes, ma'am.

3 CHAIR CRIDER: -- unless other Board  
4 Members have questions. And that just goes to I  
5 think all this is great and I'm happy to see -- I  
6 think we've been waiting for this for a while.

7 The one question I have is on your  
8 Item D, the launch of new technology and  
9 infrastructure. And the question I have there  
10 really goes to the ability to continue to  
11 communicate with the Main Campus and will this  
12 technology infrastructure also look at technology  
13 infrastructure upgrades here so that the shared  
14 services and all of those things that comprise  
15 the system continue?

16 DR. PHILLIPS: Absolutely. And what  
17 we had talked about briefly -- and Vice President  
18 Rogers and I have been talking about technology a  
19 lot. We're not finished with the conversation  
20 yet, but the opportunity -- because there are  
21 best practices out there and there's technology  
22 that we're not currently using, because the

1 community college is almost a self-contained  
2 unit, there's an opportunity to pilot some things  
3 there to work out the bugs to see what some of  
4 our challenges are and then scale it up. And  
5 that is really at the foundation of this  
6 particular proposal. But it always is within the  
7 context of keeping the entire system connected  
8 and better connected moving forward. That's the  
9 ultimate goal.

10 CHAIR CRIDER: Okay. Thank you.

11 TRUSTEE THOMPSON: Madam Chair?

12 CHAIR CRIDER: Yes, Trustee Thompson?

13 TRUSTEE THOMPSON: I think that this  
14 proposal; good project, really and truthfully  
15 addresses a lot of the concerns that we've had  
16 over community college -- what do we call  
17 ourselves? The flagship and all that. It gets  
18 rid of a lot of that that we've been playing  
19 with, worrying about and whatnot. And it's a  
20 real step in the right direction to speak for the  
21 whole university.

22 DR. PHILLIPS: Thank you.



1 CHAIR CRIDER: Trustee Lemus?

2 TRUSTEE LEMUS: I just wanted to say  
3 I'm impressed on how you broke down and analyzed  
4 your priorities. And on that note, as you move  
5 forward -- and you don't have enough time; you  
6 haven't been there long enough, but I think  
7 possibly the roll-out plan and within those  
8 priorities of a lot of competing goals and wishes  
9 that -- I guess a timeline, like how long before  
10 each piece happens. I would love to hear that  
11 down the road.

12 TRUSTEE DYKE: Yes, those will be some  
13 of the issues we'll be addressing at the  
14 committee level.

15 DR. LEMUS: And then as we make  
16 decisions in the community college on the  
17 direction on the basis of the priorities that  
18 they set -- because they can't do it all  
19 simultaneously, but that they also as they  
20 develop their timelines they keep us informed so  
21 that we have a back and forth. I think that  
22 would be really helpful, because I'd love to hear

1       how soon we're going to move forward.

2                   TRUSTEE DYKE:   Very good.

3                   DR. PHILLIPS:   Absolutely.

4                   TRUSTEE DYKE:   Very good.   Before I  
5       complete the report there's one other item that  
6       I'd like Dr. Phillips to report on.   It's not as  
7       good of news as what we just had, but I think  
8       it's important for the Board to be informed.

9                   DR. PHILLIPS:   Yes, sir, Trustee Dyke.  
10       We received confirmation yesterday from our  
11       faculty in Atlanta our nursing reaccreditation is  
12       not going to be reaffirmed.   That's not a  
13       surprise.   We knew that was coming.   We had  
14       submitted an alternative proposal to the  
15       Accrediting Committee and they didn't approve our  
16       proposal.

17                   We do have a plan for moving forward  
18       with the nursing program.   I've shared it.   I've  
19       met with the faculty and the staff of the  
20       program.   I'm waiting for written documentation  
21       to come from them.   It does involve  
22       reaccreditation.   It does involve submitting for

1 candidacy. There will be some an intermediate  
2 period there. We've already talked about  
3 restructuring the curriculum. We're talking  
4 about bringing in a consultant to help us  
5 identify and put in place some corrective  
6 actions.

7           There is a new accrediting agency  
8 coming on board. There's more than one right now  
9 in the country, but only one that accredits  
10 associate degree programs. A new accrediting  
11 agency is supposed to be launched in the very  
12 near future. We're looking at candidacy with  
13 that organization as well.

14           The bottom line is we believe that we  
15 can have the program reaccredited within a three-  
16 year period of time. That is my hope. And  
17 that's tentative at this point. I'll have to  
18 come back with a deeper report, a more detailed  
19 report as I know more information. Quite frankly  
20 it's one of the reasons that I want to launch the  
21 quality initiatives inside the institution  
22 because these are things that we simply have to

1 attend to. They are the highest priority.

2 The Phase I process is in priority  
3 order. You note that I put the CFO first and  
4 then right after that are quality initiatives,  
5 because we have to attend to the quality of the  
6 curriculum, what I call the teaching and learning  
7 process. That has to be above reproach. There  
8 can be no question in my mind as to the quality  
9 of those programs.

10 So, the bottom line is we knew this  
11 was coming. We have a plan for moving forward.  
12 I'm waiting to get the report from the faculty.  
13 I want to see what they've actually put in  
14 writing as a result of the conversations that I  
15 had with them and then I will bring it forward.  
16 I anticipate that it will be ready for the  
17 February 19th Community College Committee  
18 meeting.

19 CHAIR CRIDER: What's the effective  
20 date?

21 DR. PHILLIPS: There will be another  
22 meeting of the accrediting body in April. And

1       once that body meets, I believe it will be  
2       effective as of that date.

3               CHAIR CRIDER:   And how many students  
4       do we currently have in the program?

5               DR. PHILLIPS:   Let me double-check.  
6       Pearl?   Over 100.   Three hundred?   The students  
7       are aware.   We've met with students.

8               TRUSTEE DYKE:   But they'll still be  
9       able to sit for their --

10              DR. PHILLIPS:   Oh, yes, I need to add  
11       that.   We are still affirmed by the Board of  
12       Nursing in Washington, D.C., so students will  
13       still be able to sit for the N-CLEX exam.   Even  
14       without an accredited program they'll still be  
15       able to sit for the N-CLEX exam and still be able  
16       to obtain licensure as long as we are approved by  
17       the Board of Nursing here in Washington, D.C.

18              To be very blunt with you, the plan is  
19       to launch several initiatives at the same time.  
20       I believe that we can change the curriculum  
21       relatively quickly to address some of the  
22       concerns that the Accrediting Committee had in

1 the first place. I would like to see us put  
2 those changes in place immediately.

3 We've already started looking at the  
4 make up of the semester and how we might look at  
5 different alternatives for the nursing program.  
6 I think that we can bring some of the pass rates  
7 up in the intervening period, and that really is  
8 going to be the testament to the candidacy  
9 process. Bringing up the outcomes of students in  
10 the program now will make candidacy and  
11 reaccreditation that much easier. So please  
12 understand it is not a process that we're going  
13 to wait six months to implement. It's a process  
14 that has already begin.

15 One of my goals is engagement of the  
16 faculty. As the chief executive officer of the  
17 community college I really want the leadership of  
18 the college to work closely with the faculty, so  
19 part of my intention here is to get complete buy-  
20 in and engagement of the faculty in this process,  
21 which is why I'm in a holding pattern right now.  
22 It's going to last another week or so just to get

1 that report from them.

2 CHAIR CRIDER: I'm not going to  
3 prolong the discussion here. My only or biggest  
4 concern with this is how it impacts our students  
5 that are in the program. I understand that they  
6 can sit for the exam, however, the graduation  
7 from an accredited school I thought does make a  
8 difference. And so we don't have to discuss it  
9 here.

10 DR. PHILLIPS: Sure.

11 CHAIR CRIDER: Okay?

12 TRUSTEE DYKE: We'll be taking that up  
13 at the committee.

14 CHAIR CRIDER: Yes.

15 TRUSTEE DYKE: This literally just  
16 came to us today.

17 CHAIR CRIDER: Yes, okay. So, we'll  
18 be getting more information on that. Thank you.

19 TRUSTEE DYKE: Thank you very much.

20 DR. PHILLIPS: You will be. And just  
21 one little addendum. In anticipation of this we  
22 accelerated the spring semester so that the

1 students that are in the program now that are due  
2 to graduate in spring will finish the program and  
3 it will be an accredited program when they  
4 finish. We accelerated the semester to  
5 accommodate just that eventuality.

6 CHAIR CRIDER: Okay. Thank you.

7 TRUSTEE DYKE: Thank you very much,  
8 Madam Chair. That's it for our committee.

9 TRUSTEE LYONS: Madam Chair, I don't  
10 want anyone to make assumptions about my silence  
11 on this matter, but I'm saving all of my comments  
12 for the committee meeting so that you don't have  
13 to go through this twice.

14 Dr. Phillips and I talk about all of  
15 this. We email, we text, we talk on the phone.  
16 So, I'm very much aware of the plan that she's  
17 laid out and I look forward to the conversation  
18 at the committee level.

19 CHAIR CRIDER: Okay. Thank you.

20 TRUSTEE LYONS: Thank you, Madam  
21 Chair.

22 CHAIR CRIDER: The next report is the



1 report of the Chairperson. And for that report I  
2 am going to give up my time to Trustee Schwartz  
3 so that he can provide us with an update on the  
4 Presidential Search Committee. Trustee Schwartz?

5 TRUSTEE SCHWARTZ: Ma'am, I'll make  
6 this report very short. As you are well aware,  
7 this university is in search of a president. We  
8 established a Search Committee and we retained  
9 AGB as the search firm to assist in that  
10 endeavor. We had an announcement out on 5  
11 January, which will be closing on 16 February.

12 As of today we are tracking over 30  
13 applicants, highly qualified applicants. We  
14 expect to get the packets to the Search Committee  
15 no later than the 20th of February. At that time  
16 we will begin the tough assignment of going  
17 through those applications and present to the  
18 Full Board the top three candidates. Until that  
19 time we will continue to monitor what's happening  
20 with AGB, the search firm, and look forward to a  
21 very tough two weeks or so to sort through those  
22 candidates.

1 CHAIR CRIDER: Okay. Thank you,  
2 Trustee Schwartz. And I really do appreciate you  
3 and Trustee Askew taking on the co-leadership of  
4 this committee. This is the most important thing  
5 that we have facing us right now, so I appreciate  
6 that.

7 Okay. Report of the president.

8 TRUSTEE LYONS: Thank you, Madam  
9 Chair. Before I bring on Dr. Walton, I wanted to  
10 mention a few things related to my Board report.  
11 I did miss the deadline to have it posted and  
12 circulated appropriately, but I have a report.  
13 And once I finish adding a few things, I will  
14 give it to Beverly to post it appropriately on  
15 the Web site and then send it on to you.

16 But I would like to lift up a few  
17 things very quickly for you that will be in this  
18 report. First of all, you should know that we  
19 have received 38 expressions from alumni who want  
20 to serve as a trustee of this university. that's  
21 the good news. That's the good news. The bad  
22 news is that none of them have the 25 required

1 signatures to go along with their expression of  
2 interest. And Mr. Rogers is going to try to  
3 figure out a way to work through that so that --  
4 I don't know whether people didn't understand  
5 that or whether there was a mis-communication  
6 from the consulting firm. I'm not sure. But  
7 that's something that we will fix.

8           You may know that the university has  
9 agreed with the Tom Joyner Foundation for UDC to  
10 be the HBCU of the month of May. And if you  
11 listen to Tom Joyner & Company, you know that  
12 they do highlight institutions during that month.  
13 And of course one of the important things for us  
14 to do is to help get the word out that there is  
15 an opportunity to give and to contribute to that  
16 institution. It isn't just about fist bumping  
17 and saying, yes, they're talking about my alma  
18 mater, our school. It's a tremendous opportunity  
19 to raise funds. And so, we look forward to  
20 making that happen.

21           I would also like to point out that we  
22 are getting ready to send out the Legacy

1 magazine. You've heard that discussed on a  
2 number of occasions. And it has come to light.  
3 And as we started talking about it, obviously the  
4 focus was to try to get something into the hands  
5 of alumni. And often alumni say we don't hear  
6 from you until you want some money and you're  
7 begging. And this was an opportunity of course  
8 to send something to alumni that we think is  
9 going to really be exciting. It's a good looking  
10 publication and we think they'll be pleased.

11 Michael, will we have an envelope  
12 inside of it? Will it go out? So there will be  
13 an envelope inside appropriately. Would you give  
14 those to the Trustees, please, while I continue?

15 This coming Friday the School of  
16 Business is kicking off the Volunteer Income Tax  
17 Assistance Program, and we're proud of that. And  
18 we understand that the IRS commissioner will join  
19 us this Friday for that particular event.

20 Dean Yates, is that still on?

21 MS. YATES: Yes.

22 TRUSTEE LYONS: That's all you said

1 the last time was yes.

2 (Laughter)

3 TRUSTEE LYONS: Okay. Thank you, Dean  
4 Yates.

5 So that will be on Friday and we'll be  
6 honored to have the IRS commissioner with us.

7 On February the 2nd the Law School  
8 will host a probation, parole and criminal record  
9 program. We invite you to attend that. That's  
10 the 2nd of February.

11 On February 19th we have Founders Day.  
12 February 19th at 10:00 a.m. we have Founders Day.  
13 And we just learned that Chancellor Henderson,  
14 Chancellor Kaya Henderson will be our keynote  
15 speaker on that occasion.

16 On the 20th of February we will have  
17 the Hall of Fame, the Athletics Hall of Fame  
18 event. February 20th at Maggiano's Restaurant on  
19 Wisconsin Avenue. I attended that last year for  
20 the first time. It was a very exciting event, a  
21 full house, and we certainly encourage you to  
22 participate in that.

1                   And on May the 9th you know we have  
2                   our commencement, and our commencement speaker  
3                   will be Secretary Johnson. The Secretary of  
4                   Homeland Security will be the speaker at that  
5                   event.

6                   And finally, tomorrow we will have a  
7                   team visiting us from the Accrediting Commission  
8                   of Education in Nursing to look at our RN to BS  
9                   program. I think they arrive today. Is that  
10                  correct? And they will be with us until the  
11                  29th. So we know that some of you will be  
12                  participating in that.

13                  So, Madam Chair, I won't go on, but  
14                  there is really a President's report for January,  
15                  and you'll get it as soon as it's posted.

16                  CHAIR CRIDER: Okay.

17                  TRUSTEE LYONS: Thank you.

18                  CHAIR CRIDER: Thank you, Mr.  
19                  President.

20                  TRUSTEE LYONS: And now, Dr. Lena  
21                  Walton, we would like you to come forward,  
22                  please. We made a request of her a few months

1       ago to discuss the accreditation activity with  
2       you, and she's here to do that tonight.

3                     Dr. Walton?

4                     DR. WALTON: Good evening. I am Lena  
5       Walton. I am one of the co-chairs for the Self-  
6       Study Steering Committee for the university for  
7       the Middle States Commission accreditation that  
8       we are having visits in spring of 2016. So this  
9       report that I am going to provide is a summary  
10      report. And I will be happy to take questions or  
11      to provide a longer report.

12                    We have eight self-study subcommittees  
13      that have been working over the past year. On  
14      January the 30th the subcommittees will be  
15      providing the larger Self-Study Committee with a  
16      preliminary report, a first draft of their  
17      subcommittee reports. That subcommittee report,  
18      the draft of the subcommittee report will allow  
19      us to discern any deficiencies in the data that  
20      we are collecting and will help us to understand  
21      how we can better fully respond to research  
22      questions that we have in our research design,

1 and also to see whether or not we are answering  
2 all the discrete elements of each of the  
3 standards of the Middle States standards.

4 Since September I have been knocking  
5 on doors of every non-accredited unit in the  
6 university in an attempt to get each of the units  
7 to provide us with unit assessment plans. And so  
8 far I think I have been very successful. I only  
9 have two units to go, and today we did the one  
10 for the Board of Trustees. So we're very happy  
11 to have that one.

12 During February I will be going back  
13 through all of the units that I have visited so  
14 far. I will be revisiting them to follow up on  
15 their first quarter reports or their fall  
16 semester reports of the data that they're  
17 collecting and the discussions they have on how  
18 they are using the data to make improvements in  
19 their particular units.

20 The steering committee is planning to  
21 have a series of training and information  
22 sessions for the university community.



1 Accreditation is everybody's business. And so,  
2 we would like everyone to become involved and to  
3 understand what the design is, what we are aiming  
4 at for our accreditation and to ask questions  
5 about what we're doing and what their role is in  
6 this accreditation process. So we will be  
7 launching a series of training sessions and  
8 university outreach across the university. And  
9 we're planning to have concurrent sessions  
10 running at the community college and at the Van  
11 Ness Campus as well.

12 So we're kicking off with student  
13 outcomes assessment and TK-20 training for  
14 faculty. We hope that this launch will be both  
15 face-to-face and online. We have two members of  
16 faculty who are working on online sessions as  
17 well.

18 A small team from the steering  
19 committee has been working with Jackie Xu and we  
20 are heading the TK-20 campus-wide assessment  
21 system and helping to configure that system. TK-  
22 20 simply means technology for K through 20, and

1 we're the 20s. So it provides a platform for the  
2 university to collect, analyze and report data  
3 and to track data over time. So, it's data about  
4 everything.

5 So, we are launching four modules. We  
6 have started to configure the four modules. And  
7 the four modules are accreditation management,  
8 which is the most important one.

9 Faculty qualifications. So, all  
10 faculty qualifications will be on this site. And  
11 it's not an open site where everyone can go in  
12 and look at each other's things. Everybody will  
13 have their own separate log-in to get there. The  
14 faculty qualifications will also help us to have  
15 faculty to -- each time they do a presentation,  
16 write a book, write a paper, they can load it in  
17 to the system so that we can actually run data on  
18 what each faculty is doing.

19 Strategic planning. is the other one.  
20 And we have a little snag in the strategic  
21 planning, because the person who was working with  
22 us on configuring the strategic planning, he left

1 the university. So we're kind of slowly limping  
2 on that one. We hope to get our momentum on that  
3 one pretty soon. And that is a most important  
4 one as well because that's where all the non-  
5 academic programs will load their assessment  
6 outcomes information. So we have to get that one  
7 up.

8 And then the last one is student  
9 outcomes assessment. That will be phrased in  
10 over 12 months because every program will have a  
11 page to track how the students are doing in their  
12 programs based on their program outcomes. And  
13 the program outcomes will be aligned with the  
14 university outcomes. And so this is a little bit  
15 more involved because we have to align all the  
16 way from student assessment at the course level  
17 to university-level outcomes to make sure that we  
18 are actually meeting the university-level  
19 outcomes.

20 During the month of December then the  
21 IT Department; and I applaud them for doing this,  
22 was able to help us to provide critical data sets

1 in the appropriate format that we needed to load  
2 TK-20. So all the modules except the strategic  
3 planning modules depended on that and we're  
4 moving on those because we were able to get the  
5 data from IT. And we're still working with them  
6 to clean up some things, because when we moved  
7 from SIS+ to Banner a number of the students were  
8 duplicated, students and faculty were duplicated.  
9 So where people are coming up with two and three  
10 ID numbers and it's the same person we have to  
11 make sure that all of that is clean so that we're  
12 not duplicating people across the university.

13 We have a couple of challenges, and  
14 one of the challenges that I'm working feverishly  
15 with Dr. Petty on is making sure that we have a  
16 set of student learning outcomes that are  
17 institutionalized. Because if we are going to be  
18 tracking how students are doing before they  
19 graduate, then we have to track them through  
20 those student learning outcomes. And we want to  
21 make sure that everyone in the university knows  
22 what those are and we are actually using them in

1       our syllabi, in our programs and everything. So,  
2       that is one thing that we're working on right now  
3       with the Assessment Committee for the university.

4               And the last challenge that we're  
5       having right now is that although the  
6       subcommittee chairs have been really creative in  
7       trying to get faculty and staff and  
8       administrators to meet in order to do data  
9       collection, to do their reports, the meetings  
10      sometimes have very few people in the meetings.  
11      And many of the chairs pointed out that  
12      previously the university had two days set aside  
13      for meetings. Not two whole days. I think  
14      Tuesday and Thursday from 2:00 to 4:00 were set  
15      aside for meetings. And so, in our last  
16      accreditation those 2:00 to 4:00 days were  
17      meeting times and there was a larger number of  
18      people in those meetings.

19              Now, we don't have that time. And so,  
20      there's a lot of scheduling conflicts, other  
21      meeting conflicts. And so, we're trying to use  
22      the GoToMeeting that we have. We're trying to

1 use phone. We're just trying to update people as  
2 they are not able to attend meetings.

3 And that is my very concise updates.  
4 So if there are any questions.

5 CHAIR CRIDER: Thank you. Board  
6 Members, any questions for Dr. Walton?

7 TRUSTEE FELTON: I mean, I was going  
8 to we're very pleased that you've done as much as  
9 you've done at this point, but I do have concerns  
10 if people can't interact on many of these  
11 important issues. I'm not sure what the answer  
12 is, but I don't think we can expect success by  
13 sort of ad hoc participation. And again, it's  
14 not that I'm sure the members don't want to be  
15 there.

16 DR. WALTON: One of the things that  
17 we've done for that is for each of the  
18 subcommittees they've divided into other  
19 subcommittees, because each subcommittee has a  
20 number of elements and a number of research  
21 questions. So they're divided up according to  
22 their research questions and the elements and

1 have been having smaller group meetings outside  
2 of their subcommittees and then coming back and  
3 reporting.

4 So, it's not ad hoc. It's just a  
5 challenge to get. If there are 20 people in the  
6 subcommittee, because some subcommittees have 20  
7 people -- if there are 20 people in the  
8 subcommittees, we never have 20 people attending  
9 at any one time. But it's not ad hoc. We have  
10 regularly scheduled meetings that people attend.

11 TRUSTEE FELTON: But you are looking  
12 for a time when those 20 or whatever number --

13 DR. WALTON: Right.

14 TRUSTEE FELTON: -- can come --

15 DR. WALTON: Right. It would be nice  
16 if 20 people could attend.

17 TRUSTEE FELTON: -- together.

18 DR. WALTON: Yes.

19 TRUSTEE FELTON: And that's all I was  
20 saying.

21 DR. WALTON: Yes.

22 TRUSTEE FELTON: We got to figure out

1 a way to support you in a way that would allow  
2 that.

3 DR. WALTON: Yes.

4 TRUSTEE FELTON: That wasn't a  
5 negative at all.

6 DR. WALTON: No, that would be great  
7 if we could find a way to do that. Thank you.

8 CHAIR CRIDER: Any other comments?  
9 Questions?

10 TRUSTEE LYONS: I would make just one  
11 comment. This is also the time that we begin  
12 discussing the team chair with Middle States, and  
13 we'll be engaged in that conversation. It is  
14 important for us to have a chair who understands  
15 what a public urban university is about. And so,  
16 we'll be having that discussion over the next few  
17 weeks.

18 DR. WALTON: May I introduce another  
19 of the co-chairs? Ms. Harris from the community  
20 college. Thank you.

21 CHAIR CRIDER: Okay. Thank you.

22 Okay. Is that the end of your --



1 TRUSTEE LYONS: Just my final comment  
2 I neglected to say. On this publication, I'm  
3 very proud and excited about this, because I get  
4 these every week from somebody, universities all  
5 over the country. I mean, I've got a stack. And  
6 I send them to Michael and others and don't mean  
7 to put pressure on them, but this as competitive  
8 as any of the one I've received from any  
9 university anywhere. I hope it's received that  
10 way on the campus. And if you do have comments,  
11 because a lot of time and effort goes into  
12 putting together something like this, and I would  
13 appreciate your feedback, positive and negative;  
14 hopefully it will be mostly positive, so that we  
15 -- because this is an ongoing publication. This  
16 is not intended to be a one-time effort, but  
17 something that can be incorporated into what the  
18 university is about. Thank you, Madam Chair.

19 CHAIR CRIDER: Okay. Thank you.

20 The next committee is Academic and  
21 Student Affairs. General Schwartz.

22 TRUSTEE SCHWARTZ: Thank you, Madam

1 Chair. The Academic and Student Affairs  
2 Committee met on the 14th of January. The  
3 president just outlined one of the programs we  
4 have that's going through site visits right now.  
5 The Accreditation Commission of Education in  
6 Nursing is in the building today through  
7 Thursday.

8 We had a closure of one of our  
9 campuses, or buildings, if you will, out in  
10 Cairo, Egypt, which was a change to our Middle  
11 States accreditation, look and make sure that we  
12 wanted to close that campus.

13 Also, there are some challenges that  
14 I've looked at, and that's with the Title 4  
15 compliance and financial statements. And I'll  
16 ask Dr. Petty, who tried to remain seated for  
17 awhile, to come forward and just give us a little  
18 bit on what we are doing here at the university  
19 to make sure that those repeat findings do not  
20 reoccur, because that would be a serious  
21 challenge to us if we have some adverse repeat  
22 findings.

1                   And the final topic we talked about  
2                   was the student center, and Dr. Epps is working  
3                   very hard with Barbara Jumper to develop a  
4                   business plan on how that student center will  
5                   operate. It must be focused on students. At the  
6                   same time it must be an economic positive for us  
7                   because we need revenue to make sure that that  
8                   does not be a burden on this university. So we  
9                   are anxiously awaiting the business plan. And  
10                  once we get that, we'll go through that to make  
11                  sure that there is no burden to this university.

12                  Now, back to Dr. Petty to talk a  
13                  little bit about what the university is doing to  
14                  make sure that we do not get back into adverse  
15                  findings on the Title 4 compliance and financial.

16                  DR. PETTY: Good afternoon. Rachel  
17                  Petty, acting provost again. The university has;  
18                  and I think most of you are aware of it if you've  
19                  been on the Board for a little while, that we've  
20                  had some repeat findings related to our Title 4  
21                  audit, and Title 4 of course is financial aid.  
22                  And since I've had financial aid and we've

1 consolidated really most of the front door  
2 functions in enrollment management, Dwight  
3 Sanchez, in the fall, we've worked aggressively  
4 to address the issues that lead to -- and the  
5 issues are not just in financial aid. They are  
6 in admissions, the registrar's office of finance.  
7 So they spread across a number of units.

8 And what we've done really is look  
9 very carefully at those findings and identify  
10 really where the problem is and to work with  
11 staff there. We've done a bunch of training.  
12 Just this afternoon Dwight had his staff in a  
13 Webinar, and while that wasn't focused  
14 specifically on -- it was on customer service,  
15 but it's related because if you actually spend  
16 time to really relate to a student effectively,  
17 you get the documents you need and the file is  
18 actually complete and you don't have the problems  
19 with missing transcripts, etcetera, that lead to  
20 adverse findings.

21 So staff training is number one, but  
22 we recognize also that we really are going to

1 have to make some staff changes. And so, we've  
2 begun really to work with staff. Takes all the  
3 psychology I know to have positive contingencies.  
4 But we also have to have expectations and there  
5 have to be negative consequences, or  
6 consequences. Not negative necessarily, but  
7 consequences when we don't get the behavioral  
8 change we want. And we're committed to that.  
9 And I'm going back through again with each unit  
10 separately. I met with them in large units. But  
11 I'm going back with units separately really  
12 identifying the specific areas that we have to  
13 improve in.

14 Tomorrow afternoon Mr. Sanchez and IT  
15 and a bunch of us have a meeting with James  
16 Settles and another person from the Department of  
17 Education; I don't recall the name, to begin  
18 discussions about how they could help us really  
19 to work through the Title 4 issues we have.  
20 Particularly it really hit me hard right around  
21 December when we realized that we have to submit  
22 all of our new programs now to the Department of

1 Ed, the Philadelphia Branch, for approval for new  
2 Title 4 eligibility to add them to our profile.  
3 And we submitted a number of programs and a  
4 couple of them were not approved.

5 And so, I have a follow-p meeting with  
6 that branch the following week to share with them  
7 our strategic plan and to let them know that the  
8 programs that we are seeking to add have been  
9 very thoughtfully identified and that we really  
10 have a plan and specific areas where we want to  
11 really add programs. We're just not adding  
12 things willy-nilly and to see whether or not I  
13 can actually really share with them our vision  
14 20/20 and help them to identify that we're going  
15 to be asking for very few things, but those  
16 things are really very important to us.

17 In addition to that we are planning  
18 some mock exercises to identify things that may  
19 show up in the audit that we can correct before  
20 the audit occurs.

21 So, I go to sleep every night thinking  
22 of what else we can do and I worry myself all do

1 long about my thoughts. And they have been very  
2 good about sharing their ideas. And I'm  
3 confident that we'll work it through.

4 CHAIR CRIDER: Okay. Questions?

5 TRUSTEE SCHWARTZ: Thank you. Thank  
6 you, Dr. Petty.

7 Questions?

8 CHAIR CRIDER: I always have at least  
9 one, right?

10 So, thank you, Dr. Petty, for that,  
11 and for the work that you're putting in.

12 I remember last year when we talked  
13 about this Audit 4 and these Audit 4 findings,  
14 Title 4 findings, and it was all this discussion  
15 about this being IT-related.

16 DR. PETTY: Yes.

17 CHAIR CRIDER: And as we dug into it  
18 more we determined it really wasn't all IT-  
19 related, but a lot of people-related, too. And  
20 so, I'm glad to hear that we are making a serious  
21 commitment to address our people issues in order  
22 to improve those audit findings as well.

1                   When you talk about the programs that  
2                   were not approved for moving forward, did they  
3                   give you an idea of why they didn't approve those  
4                   programs?

5                   DR. PETTY: No, the letters didn't  
6                   specifically refer to it, the why. I am looking  
7                   at the applications to see how we couched the  
8                   request. They're electronic applications.

9                   CHAIR CRIDER: Okay.

10                  DR. PETTY: We, for example, requested  
11                  approval of the certificate program in adult  
12                  education and the degree program. The  
13                  certificate program was approved. The degree  
14                  program was not approved.

15                  We requested approval of three other  
16                  certificates that are within degree programs.  
17                  And so we wanted to offer them independently, but  
18                  the offerings that we're planning are actually  
19                  contractual kinds of things with government  
20                  agencies, etcetera, like the Procurement and  
21                  Public Contracting one.

22                  So those students probably may not



1 want financial aid, but again we really need to  
2 be careful there because we don't want to admit a  
3 student who is funded but needs financial aid for  
4 day care and something else and so applies and  
5 then that program isn't eligible. So it has to  
6 be made clear on the Web site. We're really  
7 working on the wording with that now as to how we  
8 communicate to students that a program is not  
9 Title 4 eligible.

10 CHAIR CRIDER: Okay.

11 DR. PETTY: But that's the  
12 conversation I need to have after tomorrow's  
13 conversation, is why and what can we do to really  
14 convey to them what's really important to us and  
15 just hold back on really requests for things that  
16 are not really essential.

17 CHAIR CRIDER: And then if we really  
18 determine that these are programs that we need to  
19 offer, when can we go back to them?

20 DR. PETTY: When we get a clean audit.

21 CHAIR CRIDER: Okay. Thank you.

22 DR. PETTY: I'm not saying completely

1 clean. I correct that. An improved audit.

2 CHAIR CRIDER: Okay.

3 DR. PETTY: And I don't really know  
4 now to define -- Dwight, do you know to how to  
5 define "improved?"

6 MR. SANCHEZ: Yes. Good evening. So  
7 basically an improved or clean audit is basically  
8 where we don't have any repeat findings. We can  
9 have new findings, but we don't want to have  
10 repeated findings.

11 CHAIR CRIDER: Okay. And state your  
12 name, please?

13 MR. SANCHEZ: Sorry. Dwight Sanchez,  
14 assistant provost for Enrollment Management.

15 CHAIR CRIDER: Thank you.

16 TRUSTEE SCHWARTZ: Ma'am, that  
17 concludes our report.

18 CHAIR CRIDER: Okay. Thank you. The  
19 next report is from your task force?

20 TRUSTEE SCHWARTZ: Yes, ma'am. We  
21 have the Trustee Communications Task Force and  
22 the Alumni Task Force.

1 CHAIR CRIDER: Either one.

2 TRUSTEE SCHWARTZ: Okay.

3 TRUSTEE SHELTON: I'm just made aware  
4 of the election information that is concerning  
5 and I'll be talking off-line about that.

6 The UDC NAS is planning a forum for  
7 the candidates on the 10th of February. So  
8 they're all factors that need to be integrated.  
9 They would like to have an opportunity to meet  
10 and greet. There have been a number of  
11 gatherings of alumni around the city, and I was  
12 wondering if the petitions -- but again, I'll  
13 have to talk off-line on that.

14 The election was going fine until the  
15 news about all of the candidates and the lack of  
16 25.

17 (Laughter)

18 TRUSTEE SHELTON: So I need my  
19 handwritten petition immediately, because I sat  
20 here and did my 25, I know. I'm trying to figure  
21 out why they haven't failed in when they told me  
22 they have. So I will follow up.

1 PARTICIPANT: Maybe they're on their  
2 way.

3 TRUSTEE SHELTON: Yes, well, I know  
4 one is. He called me today. But that's -- I  
5 just need to know what the numbers are. We all  
6 do. And we need to notify all those candidates  
7 because that's the problem is that it had -- I  
8 know last week I would have gotten a hard paper  
9 and met with my friends and classmates and gotten  
10 it done. This new process; and maybe I'm out of  
11 order, but this new process is new for everybody  
12 and nobody really knew. You have to tell them  
13 that they're just nominating. They're not voting  
14 because they're all -- some of them were thinking  
15 that they were voting, so they didn't have to do  
16 anything else. And so it's really been -- though  
17 it's new, that's been part of it. But again, the  
18 paper will work and there's still time. It's  
19 still due on the 30th, right?

20 MR. ROGERS: Yes.

21 TRUSTEE SHELTON: Okay.

22 MR. ROGERS: The current deadline is

1 the 30th. Michael Rogers, vice president for  
2 Advancement, and I've been designated by the  
3 president as the election administrator for the  
4 Board of Trustees alumni representatives  
5 election.

6 The deadline is the 30th at 1:00,  
7 however, I've been trying to get from Election  
8 America the list of people who have been  
9 nominated. And I got that list last night, and I  
10 was surprised to see that there are 38 names on  
11 it and one person has 5 signatures, one has 4,  
12 one has 3, the rest have 1. So I was on the  
13 phone several times with Election America. I  
14 think what we're going to do is contact each of  
15 those who have submitted petitions and hold a  
16 conference call so we can all hear the same thing  
17 at one and make the determination of whether we  
18 need to extend. I do know; I've heard at least  
19 that some candidates are collecting the paper  
20 petitions and will walk them in on the 30th.

21 So we should have a conference call  
22 probably by tomorrow evening with people and give

1       them some instructions. But I have not made the  
2       determination yet that we need to extend the  
3       deadline. But if we do, if that's necessary for  
4       everyone to feel comfortable with the selection,  
5       then that's something that I think we ought to  
6       do. But we'll make that call.

7                TRUSTEE SHELTON: And finally in  
8       speaking with the president of the association,  
9       they have committed to working with the Alumni  
10      Task Force, especially the executive part of it.

11               CHAIR CRIDER: Thank you.

12               TRUSTEE SCHWARTZ: Okay.

13               TRUSTEE SHELTON: That concludes my  
14      part.

15               TRUSTEE SCHWARTZ: Thank you. The  
16      Communications Task Force?

17               TRUSTEE BENNETT: I'm having my  
18      meeting with student leaders on February 4th.  
19      After having a brief conversation with the  
20      Chairperson, Dr. Crider, and the president, Dr.  
21      Lyons, I realized that we need a greater movement  
22      from students from the ground up. And so, I

1 wanted to have my first meeting -- I wanted to  
2 include the Board, but then I changed the  
3 structure to just involve students from the  
4 ground up and later to include the Board as we  
5 build that ground-up movement with students just  
6 to have a route to interact with the Board and to  
7 actually share their experiences, that we can  
8 correct some of the issues before they explode.  
9 And so that's one of my main focus, the February  
10 4th. The next one will be the community college  
11 I think on March 5th. And so I've been moving  
12 around campuses to hold these meetings with  
13 students and to somehow bridge a communication  
14 gap that we've been having in campus here.  
15 Thanks.

16 TRUSTEE SCHWARTZ: That concludes my  
17 presentation.

18 CHAIR CRIDER: Thank you, General  
19 Schwartz.

20 The next is the Audit, Budget and  
21 Finance Committee. Any additional from --

22 TRUSTEE FELTON: No, there's no

1 additional report. The budget was our primary  
2 deliverable.

3 CHAIR CRIDER: Okay. Thank you,  
4 Trustee Felton.

5 And next is the Operations Committee,  
6 and Trustee Bell is going to give that for Mr.  
7 Askew.

8 VICE CHAIR BELL: Okay. Well, this  
9 will be brief. Trustee Askew has indicated that  
10 there is no operations report tonight --

11 VICE CHAIR BELL: -- which is a relief  
12 for me since I didn't know what to say, but that  
13 it will be at the next regularly scheduled Board  
14 meeting.

15 He did want me to announce though that  
16 at the next regular meeting of the Operations  
17 Committee we'll be discussing 801, and people are  
18 welcome to participate in that discussion about  
19 801 and what's going to go on with the status of  
20 the building at 801.

21 CHAIR CRIDER: In fact, let's be  
22 clear: He plans to take a vote at that meeting



1 on 801.

2 VICE CHAIR BELL: Okay.

3 CHAIR CRIDER: So we're looking at  
4 action on 801 at that meeting.

5 VICE CHAIR BELL: Yes. Okay. So  
6 that's it from Operations.

7 CHAIR CRIDER: Okay. Thank you,  
8 Trustee Bell.

9 Is there any unfinished business that  
10 we have?

11 (No audible response)

12 CHAIR CRIDER: Any new business anyone  
13 wants to bring up?

14 (No audible response)

15 CHAIR CRIDER: If not, we will move  
16 for an undebatable motion to adjourn.

17 PARTICIPANT: So moved.

18 TRUSTEE BENNETT: Second.

19 CHAIR CRIDER: Okay. Thank you,  
20 everybody.

21 (Whereupon, the above-entitled matter  
22 went off the record at 7:42 p.m.)

**A**

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This is to certify that the foregoing transcript

In the matter of: Board of Trustees Regular Meeting

Before: UDC

Date: 01-27-2015

Place: Washington, D.C.

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