BOARD OF TRUSTEES
UNIVERSITY OF THE DISTRICT OF
COLUMBIA UDC RESOLUTION NO. 2025 - 50

SUBJECT: APPROVAL OF A PROPOSED FY2027 BUDGET AND FINANCIAL PLAN AND CAPITAL BUDGET REQUEST

WHEREAS, pursuant to D.C. Official Code §38-1202.06(4), the Board of Trustees of the University of the District of Columbia ("University") is required to prepare and submit to the Mayor, an annual budget for each fiscal year, which shall include a proposed financial operating plan for such fiscal year, and a capital and educational improvements plan for such fiscal year and the succeeding 4 fiscal years for the University; and

WHEREAS, pursuant to 8B DCMR §400.2 & §204.1, the President of the University shall prepare an operating and capital budget for Educational and General activities of the University, and an operating budget for Auxiliary Enterprise operations of the University; and

WHEREAS, pursuant to 8B DCMR §400.1, the Board of Trustees shall approve all budgets for expenditures of the institutions of the University; and

WHEREAS, the proposed FY2027 Operating and Capital Request was reviewed and approved by the Audit, Budget & Finance and Operations Committees of the Board;

WHEREAS, the proposed FY2027 Operating Budget and Financial Plan and the Capital Budget Request, attached hereto as **Exhibit A**, has been prepared by the University Administration in consultation with the University's Chief Financial Officer, who has provided a Funding Certification for FY2027 Operating Budget and Financial Plan and Capital Budget Request, attached hereto as **Exhibit B,** and the President recommends its approval for submission to the Mayor by the Board of Trustees; and

WHEREAS, the proposed FY2027 Operating Budget and Financial Plan and Capital Budget Request are reflective of the projected revenues, capital allocation, consistent with prudent fiscal and accounting practices,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of the University of the District of Columbia hereby approve the Proposed FY2027 Budget and Financial Plan, and Capital Budget Request attached hereto as **Exhibit A** for submission to the Mayor of the District of Columbia.

Submitted by the Audit, Budget & Finance Committee: December 10, 2025

Submitted by the Operations Committee: December 10, 2025

Approved by the Board of Trustees: December 10, 2025

Warner H. Session

Warner H. Session
Chairperson of the Board

UNIVERSITY OF THE DISTRICT OF COLUMBIA

FY2027 PROPOSED OPERATING & CAPITAL BUDGET

December 2025

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FY27 OPERATING REQUEST

UDC Total Unrestricted Operating Budget Request **$135.6M**

Unrestricted Budget development was guided by:

Budget Target → Filled Positions → Mandatory NPS → Vacant Positions → Discretionary NPS

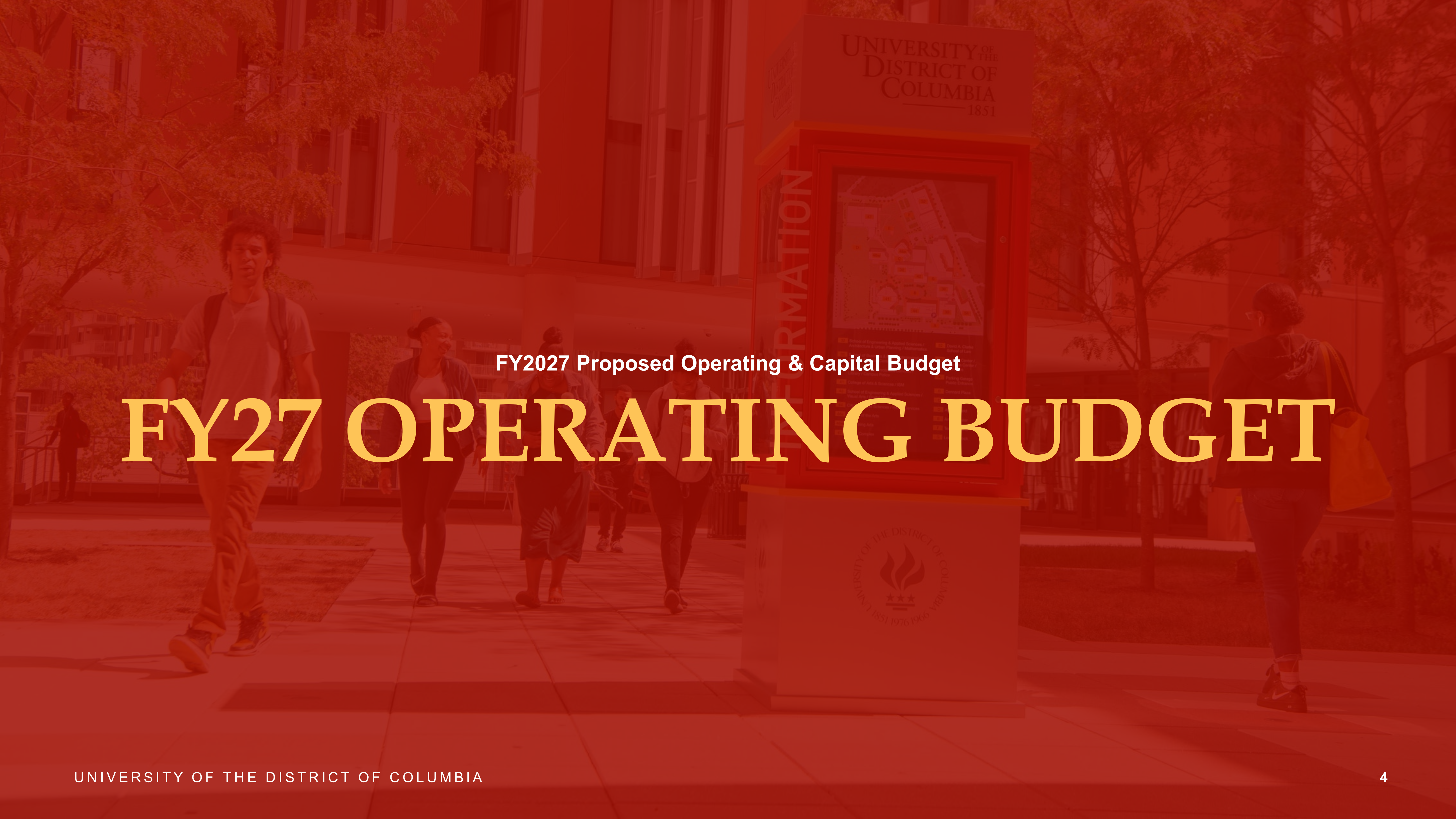
UDC Total Restricted Operating Budget Request **$64.2M**

FY27 CAPITAL REQUEST

Six-year (FY27 – FY32) Capital Budget Request **$546.0M**

FY2027 Proposed Operating & Capital Budget

FY27 OPERATING BUDGET



FY2027 Proposed Operating

OPERATING REVENUE SOURCES

- District Local Appropriated Funds
- Tuition Funds
- Postsecondary Funds
- Indirect Cost Recovery
- Spendable Endowment Income
- DC Agencies Advance (Intradistrict Grants)
- Federal Grants
- Private Grants
- Restricted Endowment

- The FY2027 Operating Budget is comprised of nine funding sources.
- Budgets are reviewed and evaluated at multiple levels within the organization, from departmental units to the President’s Executive Leadership Team and the Board of Trustees.

FY2027 Proposed Operating

REVENUE: FY2024-FY2027

Revenue Sources	FY24 Actuals (Revenue)	FY25 Actuals (as of Dec 2025)	FY26 Projected (Revenue) (as of Dec 2025)	FY27 Projected (Revenue)	FY26 vs FY27 Delta
Local Appropriated	101,456,646	100,833,296	99,423,270	89,549,860	(9,873,410)
Tuition	21,868,827	23,317,951	24,845,500	24,025,000	(820,500)
Postsecondary	9,419,881	10,314,631	10,775,000	7,498,000	(3,277,000)
Fund Balance	-	-	16,000,000	10,000,000	(6,000,000)
Spendable Endowment Income (Investment + Land Grant)	-	333,333	2,500,000	2,873,624	373,624
Indirect Cost Fund	1,697,043	1,644,808	1,600,000	1,700,000	100,000
Total Unrestricted	**134,442,397**	**136,444,019**	**155,143,770**	**135,646,484**	**(19,497,286)**
DC Agencies Advance	3,319,300	5,308,777	8,585,000	11,000,000	2,415,000
Federal Grants	26,407,447	31,091,135	64,950,000	51,942,197	(13,007,803)
Private Grants	551,445	600,644	1,250,000	1,250,000	-
Restricted Endowment			53,825	53,825	-
Total Restricted	**30,278,192**	**37,000,556**	**74,838,825**	**64,246,022**	**(10,592,803)**
Total	**164,720,589**	**173,444,575**	**229,982,595**	**199,892,506**	**(30,090,089)**

FY2027 Proposed Operating

REVENUE ANALYSIS: UNRESTRICTED FUNDS

Local Appropriation Revenue

The University received an 8% MARC reduction for FY2027 as well as a reduction of $100K in one-time funds from FY2026, reducing the local subsidy from $99.4M to $89.5M.

Tuition Revenue

Forecast amount developed considering FY2025 actuals plus the projected 1.07% enrollment growth in FY2026 as well as a 1.25% enrollment growth projection for FY2027.

Postsecondary Revenue

Anticipating decreased postsecondary revenue due to the ending of the 801 lease and payments from Howard Univ. This is partially offset by anticipated increases from student fees due to projected enrollment growth and the reinstatement of fees paused during the COVID-19 pandemic and increased lease revenue.

Indirect Cost Recovery

Indirect cost recovery as a percentage of grant revenue is projected to be $1.7M, in alignment with recent year actuals.

Endowment Income

Plan to draw down $2.87M in FY2027, based on calculation of 4% of the average balance of the endowment in the last three years and anticipated spend rates in FY2026.

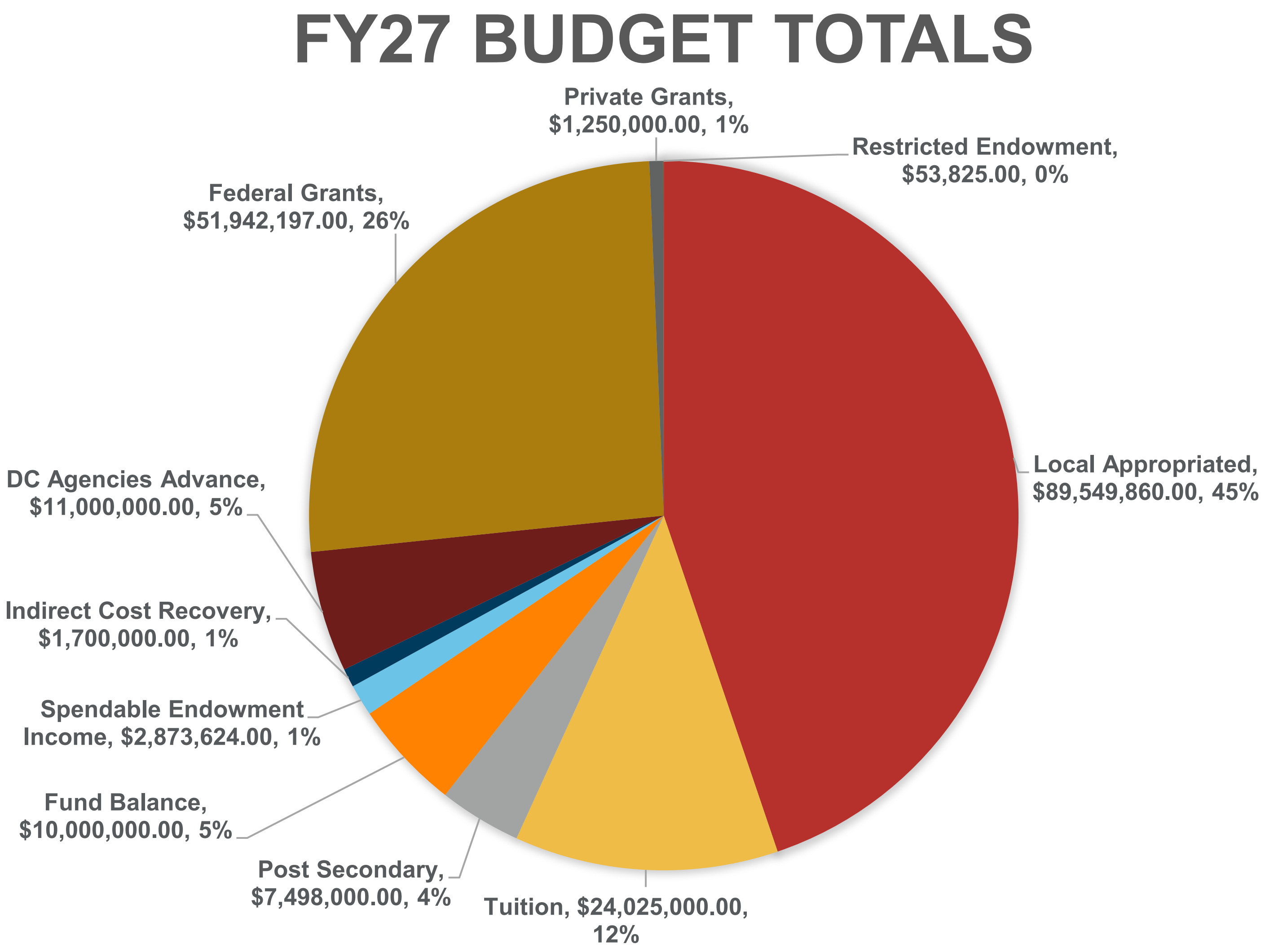
FY2027 Proposed Operating

FY27 PROPOSED OPERATING BUDGET

For fiscal year 2027, the University projects a total available operating (restricted and unrestricted) budget of **$199,892,506**.

The unrestricted portion of the operating budget totals $**135,646,484**.

The restricted portion of the operating budget totals **$64,246,022**.



FY2027 Proposed Operating & Capital Budget

FY27 CAPITAL BUDGET

FY2027 Proposed Capital Budget

FY27 CAPITAL BUDGET REQUEST SUMMARY

Six-Year (FY27-FY32) Capital Improvement Plan (CIP) / Budget Request

$546M

Capital expenditures will continue to focus on the following major areas:

- **Infrastructure Upgrades:** Continue to upgrade the mechanical, electrical and plumbing systems throughout the campus, including upgrading the environmental controls and IT infrastructure. Continue replacement of elevators, roofs, and windows at Van Ness.
- **Classroom Modernization:** Construct and update learning and research laboratories, classroom upgrades, and develop 21st century learning spaces on all campuses.
- **Student Housing :** Construct student housing on the Van Ness Campus to enhance the on-campus experience and provide affordable housing to both the District resident and non-District resident student populations.

FY2027 Proposed Capital Budget

FY27 CAPITAL BUDGET REQUEST SUMMARY

University of the District of Columbia Six-Year Capital Funding Analysis (Thousands)								
Fiscal Year	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**Total**
FY26-31 Approved Capital Funding	23,000	41,000	0	0	0	0	N/A	**64,000**
FY27-32 Capital Funding Request	N/A	81,000	125,000	139,000	106,000	70,000	25,000	**546,000**

MODERNIZE VAN NESS CAMPUS – MEP, HVAC, IT, ELEVATORS, ROOFS & WINDOWS

Total Project Budget = $102,000,000
To Date Funding = $45,000,000
FY27 – FY31 Approved Budget = $8,000,000
FY27 – FY32 CIP Enhancement Request = $49,000,000

- Continued replacement of several original building roofs with leaks that have caused significant damage and have rendered some interior spaces unusable. The University also intends to install solar panels on most roofs.
- Continued replacement of original windows where seals are broken, allowing water and air to infiltrate into the interior spaces.
- Continued replacement of elevators, which are old and unreliable. The maintenance and repair cost of some units has become excessive.
- Continued replacement of original mechanical systems. Campus buildings still have areas which are typically too hot or too cold, having no operable heating or cooling control systems. Electrical distribution systems are dangerously deteriorated.

MODERNIZE VAN NESS CAMPUS – CLASSROOM & LABORATORY RENOVATIONS

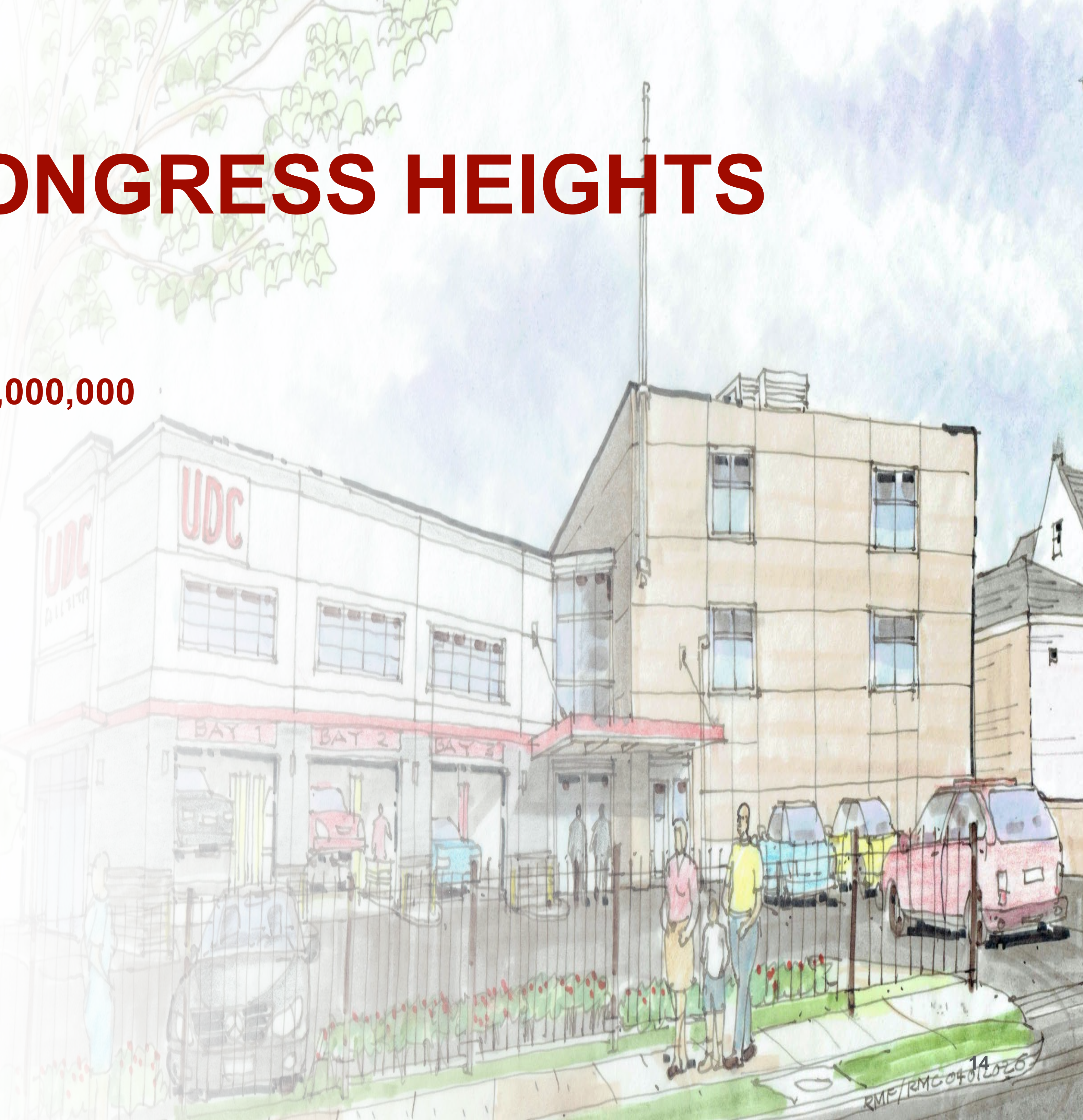
Total Project Budget = $135,000,000
To Date Funding = $20,000,000
FY27 – FY31 Approved Budget = $3,000,000
FY27 – FY32 CIP Enhancement Request = $112,000,000

- Modernization of classrooms, laboratories, and office spaces campus-wide. This may include future re-purposing of buildings for enhancement of graduate programs, specialized research facilities, and the creation of living/outdoor laboratories in support of Urban Sustainability programs.

PURCHASE OLD CONGRESS HEIGHTS

Total Project Budget = $35,000,000
To Date Funding = $0
FY27 – FY31 Approved Budget = $28,000,000
FY27 – FY32 CIP Enhancement Request = $7,000,000

- The lease for Old Congress Heights (OCH) allows UDC to purchase the ownership interests of the facility anytime over the next five years.
- OCH is owned by the District but was ground-leased to the Old Congress Heights Redevelopment Company LLC (OCHRC LLC).
- This site houses the University's Workforce Development and Lifelong Learning (WDLL) programming.



FY2027 Proposed Capital Budget

CAMPUS-WIDE PAVER RESTORATION/ DRAINAGE SYSTEM REPLACEMENT

Total Project Budget = $19,000,000
To Date Funding = $19,000,000
FY27 – FY31 Approved Budget = $0
FY27 – FY32 CIP Enhancement Request = $0

- Replacement of pavers across campus, including small paving stones near Building 32/42, the E. B. Henderson Sports Complex, the Law School (Building 52), and the auditorium.
- Replacement of drainage system, improving stormwater management and collection.

FY2027 Proposed Capital Budget

CRM IMPLEMENTATION

Total Project Budget = $8,000,000
To Date Funding = $6,000,000
FY27 – FY31 Approved Budget = $2,000,000
FY27 – FY32 CIP Enhancement Request = $0

- The University received capital funds, starting in FY24, to implement a Customer Relationship Management (CRM) system.
- The CRM will support units across the University. The first phase of implementation will focus on standing up the portions of the CRM that benefit Enrollment Services, Advancement, and Marketing and Communications.

FY2027 Proposed Capital Budget

FIREBIRD FARM SITE DEVELOPMENT

Total Project Budget = $20,000,000
To Date Funding = $0
FY27 – FY31 Approved Budget = $0
FY27 – FY32 CIP Enhancement Request = $20,000,000

- The 143-acre Firebird Farm is located on land grant property in Beltsville, MD and operated by the College of Agriculture, Urban Sustainability, & Environmental Science (CAUSES)
- Site Development plans includes upgrades to farm infrastructure (septic, power, IT), renovation and expansion of classrooms and offices, a new restroom facility, and security improvements (fencing, an automated gate, and surveillance cameras)

FY2027 Proposed Capital Budget

WMATA LAND ACQUISITION

Total Project Budget = $15,000,000
To Date Funding = $0
FY27 – FY31 Approved Budget = $0
FY27 – FY32 CIP Enhancement Request = $15,000,000

- Although the University purchased the Building at 4250 Connecticut Avenue NW, the land remains in the control of the Washington Metro Area Transit Authority (WMATA). The University pays an annual Ground Lease to WMATA, which expires in May 2029. WMATA also maintains control of the driveway in the rear of the building and one parking level within the garage.
- The University would like to purchase the land rights to 4250 Connecticut Avenue from WMATA with funding in FY2029. This will allow time for negotiations with WMATA.

FY2027 Proposed Capital Budget

RECONSTRUCTION OF BUILDING 44

Total Project Budget = $90,750,000
To Date Funding = $750,000
FY27 – FY31 Approved Budget = $0
FY27 – FY32 CIP Enhancement Request = $90,000,000

- Due to very poor conditions following years of deferred maintenance, the University plans to completely reconstruct Building 44.
- Reconstruction vs. renovation will allow the University to create a state-of-the-art educational facility without the constraints of the current building layout and outdated infrastructure.
- It will also allow the design to more effectively reach the mandatory sustainability goals and build on recent campus improvements, including the Student Center building and the planned DC Archives facility.
- Using $750k to conduct a feasibility study to analyze requirements and potential costs.

FY2027 Proposed Capital Budget

RECONSTRUCTION OF PERFORMING ARTS CENTER (46W)

Total Project Budget = $50,750,000
To Date Funding = $750,000
FY27 – FY31 Approved Budget = $0
FY27 – FY32 CIP Enhancement Request = $50,000,000

- Due to dilapidated conditions following years of deferred maintenance, the University plans to completely reconstruct the Performing Arts Center (Building 46W)
- Reconstructing the Performing Arts Center will allow the University to enter a new age of creative learning hubs with multifunctional capabilities. The location of the building can be another central point for student activity with proximity to the athletics complex, theater, and amphitheater
- Using $750k to conduct a feasibility study to analyze requirements and potential costs.

FY2027 Proposed Capital Budget

FLEET ELECTRIFICATION

Total Project Budget = $2,000,000
To Date Funding = $0
FY27 – FY31 Approved Budget = $0
FY27 – FY32 CIP Enhancement Request = $2,000,000

- Transitioning to a fully electric fleet not only supports environmental sustainability but aligns with the District’s public commitments.
- Sustainable DC 2.0, the District’s Transportation Electrification Roadmap, the Clean Energy DC Omnibus Amendment Act of 2018, and the Climate Commitment Amendment Act of 2022 all support and require a fully electric District fleet.
- The City Administrator (CA) issued CA Order 2023-1 to establish the Transportation Electrification Working Group. Pursuant clause II.C.2 of this order, agencies must submit make-ready plans for their own fleets.

FY2027 Proposed Capital Budget

STUDENT HOUSING

Total Project Budget = $130,500,000
To Date Funding = $500,000
FY27 – FY31 Approved Budget = $0
FY27 – FY32 CIP Enhancement Request = $130,000,000

- Establishing student housing at the Van Ness campus site is still in the planning phases.
- The 2020 – 2029 Campus Master Plan identified the tennis court areas as possible residential housing sites at the Van Ness Campus.
- The $500K is being used to conduct a student housing feasibility study, which will include analysis of the tennis court area and additional possible sites on the Van Ness campus.
- Various other options for developing student housing are being explored.

FY2027 Proposed Capital Budget

TIMELINE OF CAPITAL PROJECTS

FY26

- Feasibility Studies & Concept Designs for Student Housing, Bldg 44 & Bldg 46W
- Renovation of 4250 Conn Ave NW – Design/Build Construction
- Van Ness campus updates to elevators, windows, roofs, MEP & IT systems

FY27

- Renovation of 4250 Conn Ave NW – Design/ Build Construction
- Student Housing Programming & Design/Build Procurement
- Van Ness campus updates to elevators, windows, roofs, and MEP & IT systems
- Firebird Farm Instructional Facility/Planning & Design

FY28

- Student Housing Design & Permitting
- Performing Arts (46W) Programming & Design/Build Procurement
- Van Ness campus elevators, windows, roofs, and MEP & IT systems
- Firebird Farm Instructional Facility/ Classroom Upgrades
- Interior Renovations/ Modernization
- Fleet electrification project starts

FY29

- Student Housing Construction Start
- Performing Arts (46W) Design & Permitting
- Building 44 Programming & Design/Build Procurement
- Van Ness windows, MEP & IT systems
- Interior Renovations/ Modernization
- Firebird Farm Instructional Facility/ Classroom Upgrades
- Purchase of Old Congress Heights

FY30

- Student Housing Construction Completed
- Performing Arts Construction Start
- Building 44 Design & Permitting
- Van Ness MEP & IT systems Upgrades
- Interior Renovations/ Modernization
- Firebird Farm Instructional Facility/ Classroom Upgrades
- WMATA Land Acquisition 4250 Conn Ave

FY31

- Performing Arts Construction Completed
- Building 44 Construction Start
- Van Ness MEP & IT systems
- Interior Renovations/ Modernization

FY32

- Building 44 Construction Completed
- Interior Renovations/ Modernization
- Van Ness MEP & IT systems Upgrades

UDC'S BOLD VISION OF BECOMING A LEADING NATIONAL PUBLIC URBAN UNIVERSITY REQUIRES STRATEGIC INVESTMENTS TO MAKE THIS OUTCOME A REALITY FOR DISTRICT RESIDENTS, COMMUNITIES, AND EMPLOYERS.

With the successful implementation of the new strategic plan, UDC is poised to deliver on the promise of being a workforce and economic mobility driver for the District.

UNIVERSITY OF THE DISTRICT OF COLUMBIA 1851

Office of the Chief Financial Officer

TO: Warner Session, Chair,
Board of Trustees
University of the District of Columbia

FROM: Roy Layne
Chief Financial Officer
University of the District of Columbia

DATE: December 02, 2025

RE: Funding Certification for UDC's FY 2027 Budget

Upon review of the proposed FY 2027 Budget of the University of the District of Columbia (UDC), the Office of the Chief Financial Officer is reasonably assured that based on the proposed local budget allotment provided by the District of Columbia and UDC's projected O-Type and grant revenues, adequate funds will be available to support budgeted expenses of $199,892,506 in FY 2027.

Should you require additional information, please contact Roy Layne, Chief Financial Officer, at 202-274-6410 or roy.layne@udc.edu.

cc:
Paris Saunders, Associate Chief Financial Officer, Education Cluster, Office of the Chief Financial Officer
Kimberly Washington, Budget Director, Education Cluster, Office of the Chief Financial Officer