

Responses to Chairman's questions sent August 20, 2018

1. Please provide a copy of the Financial Disclosure Statement you filed with the Office of Campaign Finance or the Board of Ethics and Government Accountability.

**Please note. I have attached a copy of my most recent Financial Disclosure Statement which is dated April 9, 2017. I did not receive a 2018 form. Therefore, I have also provided responses to questions 2-8 below.**

2. Please provide the name of each business entity transacting any business with the District Government in which you have a beneficial interest valued in excess of \$5,000 including publicly traded stock.

**Not Applicable**

3. Please provide the name of each business entity transacting any business (including consulting) with the District Government from which you or your immediate family have received (or are receiving) income for services rendered in excess of \$1,000 during the past two years

**Nor Applicable**

4. Please provide the name of each business entity transacting business with the District Government in which you or any member of your immediate family serves as an officer, director, partner, or agent. Also list the positions(s) held, a brief description of the entity, and any other pertinent details.

**Not Applicable**

5. Please provide the name of any lender and the amount of liability for each outstanding liability borrowed by you or any member of your immediate family in excess of \$5,000. Do not include loans from a federal or state insured or regulated financial institution, or from any business enterprise regularly engaged in the business of providing revolving credit or installment accounts.

**Not Applicable**

6. Please list the location of all real property located in the District of Columbia in which you have an interest with a fair market value in excess of \$5,000

**1604 Varnum St., N. W., Washington DC 20011**

**1208 Hemlock St., N.W., Washington DC 20012**

7. Please list all professional and occupational licenses held by you

**Not Applicable**

8. Please list any professional organizations of which you are currently a member.

**Association of Governing Boards**

**Association of Community College Trustees**

**American Association of Community Colleges**

15. Please describe your current role on the UDC's Board of Trustees, including a description of any committees you may chair or of which you are a member.

**I currently serve as chairman of both the Academic and Student Affairs Committee and the Community College Committee of the Board. The Academic and Student Affairs Committee's function is to: a) ensure that the academic programs of the University are consistent with its mission and strategies; b) that the faculty and students have adequate resources; c) that the academic budget reflects the institution's academic priorities; d) that the faculty personnel policies and procedures complement the University's academic priorities; e) that the students' interest in the Board's policy-making activities are adequately represented; f) that the institution's academic programs are appropriate for our students; g) that technology is effectively used to enhance the academic programs of the University; h) that the institution assesses the effectiveness of its academic programs; and, i) monitors philanthropic giving, fundraising and alumni affairs.**

**I am also chairman of the Community College Committee which has jurisdiction over matters which specifically or exclusively affect the Community College.**

16. (a) What do you see as the top five priorities for the University, and how do you see the Board facilitating each of these priorities?

**Achieving the goals identified in The Equity Imperative are the priorities which the Board and the institutional leadership have established for the University. The University's Strategic Plan provides the foundation upon which it will renew itself. The overarching goal of the university is to transform itself into a model for public higher education which focuses on urban student success and becoming a source of hope, education, creativity, research, and urban resilience providing a pathway for members of the DC community toward the middle class.**

**These transformational goals encompass academic goals of student success, workforce and academic programs; the number of degrees and credentials awarded, and the creation of environments conducive to learning research and scholarship; updating the university by addressing its infrastructure needs; fundraising including from alumni, grants, and the partnerships formed with the business and government sectors; promoting and marketing the institution internally and externally; and increase the financial investment in the university**

**I see the five top priorities of the university: a) growing and keeping the academic and workforce programs current and providing pathways for degrees and employment that will enable students to move through workforce programs, to associate level degree programs, to bachelor's level degree programs and beyond; b) improving relationships with DCPS and the Public Charter schools to provide dual enrollment opportunities and also to bridge gaps to ensure that their graduates are college ready; c) enhancing the marketing of the university within the local, national, and international communities to facilitate student recruitment growth efforts and provide support services to increase its student retention and graduation**

rates; d) consistent and dependable funding for the university to enable it to upgrade facilities and to achieve the strategic planning goals of the Equity Imperative, and most importantly e) implementing programs that supplement the academic success of our students.

17. What is your strategy for increasing enrollment and retention at UDC, including at the flagship, the Community College, and the workforce development and lifelong learning programs?

**I believe that increased focus on marketing the institution will help increase enrollment. Also programs such as dual enrollment, early and middle college, and others which enhance the formation of partnerships between the University and DCPS and Public Charters will also have a positive impact on enrollment. There are many other strategies that help grow enrollment and help with retention including: increasing the number and types of scholarships awarded to current and prospective students, late start semesters (mini-mesters), open houses and campus/program visitations by high school juniors and seniors as well as for middle school students and their parents staffed by college recruiters, admissions advisors, and program faculty paying regularly scheduled visits to DCPS and the Public Charter Schools are all vehicles which can be and are being employed by many institutions across the country to increase enrollment. Expanding our recruitment base to students from outside the city, seeking the help of alumni to recruit prospective students and use them to help establish just in time financial scholarships.**

**Marketing and the development of partnerships between the University and with adult education programs is of paramount importance if we are going to increase enrollment at the community and flagship campuses. Increasing pathways and workforce stackable credentials is one of the ways we can retain students. Providing early intervention services for underprepared students as well as for continuing students by assigning academic coaches, increasing tutorial services, and increasing financial aid opportunities also foster improved retention.**

18. What steps do you think the University should take to increase private fundraising?

**The university can benefit financially by establishing and growing relationships and partnerships with businesses and industries located within in the city. The University has a large alumni base and soliciting funds from them for specific causes, notwithstanding endowed scholarships or the purchase dedicated brick pavers on the plaza. As the only institution of public higher education in the city increased public promotion of the university by the council and the mayor would not hurt the university's fundraising efforts.**

19. The University has several capital projects that it needs to complete but has limited funding to do so. What are your priorities with regard to the University's capital projects?

**Capital projects that need to be completed include: a) upgrading the infrastructure (public safety hazards in interior and exterior spaces, and the acquisition of 4250 Connecticut Ave b) classroom modernizations and modifications, c) the Backus expansion, d) using university spaces throughout the district in every ward, to expand our physical space to be more in line with our academic reach, e) additional space for new and existing programs,**

