

**Response to Questions from the Council of the District of  
Columbia  
Nomination to the University of the District of Columbia (UDC)  
Board of Trustees  
Submitted by:  
Carolyn B. Rudd, Ed.D.**

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. If you have not filed a Financial Disclosure Statement, please provide answers to questions 2-8 in lieu of that statement. **See answers to questions 2-8.**
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. **CRP, Incorporated.**
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. **CRP, Incorporated.**
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 position(s) held, a brief description of the entity, and any other pertinent details. **CRP, Incorporated, a management consulting firm, of which I am the president, owner, and Chair of the Board. Incorporated in the District of Columbia in 1988, CRP is a Certified Business Enterprise (CBE) with its office located in the District.**
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. **1814 Tamarack Street, NW, 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. **Society of Human Resource Management.**
9. Please list all boards and commissions connected with the District government on which you are or have been a member in the past ten years, and include the term of service for each. **I am the former Chair of the DC Commission for Women (2015 -2018).**
10. Please list any other boards (e.g. Boards of Directors of a non-profit) on which you are a member. **I am currently a member of the DC Chamber of Commerce Board of Directors.**
11. Do you have any outstanding liability for taxes, fees, or other payments to the District, federal, or other state or local governments, either contested or uncontested? If so, please provide documentation of attempts to pay the amount owed or to resolve the disputed claim. **No, I do not have any outstanding liability for taxes, fees, or other payments to the District, federal or other state or local governments, either contested or uncontested.**
12. Do you or any member of your immediate family have any interest, financial or otherwise, that may directly or indirectly pose a conflict of interest for you in performance of your duties as an UDC Board of Trustees member? **Not applicable.**
13. Please describe any local political activity (i.e. the District of Columbia local elections or campaigns) that you have engaged in over the past five years, including any campaign contributions to a candidate or political action committee. **Over the past five years, I have made campaign contributions to the following: Mayor Muriel Bowser, Council Members Brandon Todd, Kenya McDuffie, and Robert White.**
14. Are you registered with any local, state, or federal government to lobby? If so, list the jurisdiction(s) in which you are registered. **Not applicable.**
15. What do you believe is the role and purpose of the UDC Board of Trustees, and why have you agreed to serve? **I think the role and purpose of the UDC Board of Trustees is to support the mission of the University as outlined in Charter and serve as a policy/governing body; oversight and management of University properties and hiring of the President. I agreed to serve because I think I can work collaboratively with the other members of the Board to establish policies to continue to move the University forward as a first-class public urban institution for the residents of the District of Columbia.**
16. Please describe your background and experience that qualify you to serve on the Board. Include in your response any experience you have in higher education. **I have a doctoral degree in higher education with a minor in business; I have served as both a faculty member and a college/university administrator at three institutions of higher education. Additionally, I served on the Middle States accreditation committee at one of the three institutions. I offer the Board a demonstrated commitment to UDC, having hired five UDC graduates at my firm, one of which has served in a**

senior-level management capacity for more than 12 years. Equally important, as an entrepreneur, I offer the Board an extraordinary combination of business acumen, academic credentials, and visionary leadership critical to maintaining an institution's competitiveness.

17. (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? **In my view, the top five priorities are as follows:**

1. **Provide a quality education to the students enrolled at the institution**
2. **Strive more aggressively to be a top-tier public urban institution**
3. **Promote and market UDC as a premier repository of academic talent and a leading preparer of students able to meet the challenges of today's global marketplace**
4. **Significantly strengthen the relationship between the Flagship and Community College**
5. **Sufficient and ongoing funding to support the strategic plan.**

The Board must also be diligent in ensuring that progress is consistently demonstrated towards achieving the goals of the University's strategic framework: *The Equity Imperative: Completing Pathways to the Middle Class*.

(b) What is your vision for UDC over the next five years? Include in your answer what you believe should be the relationship between the Flagship and the Community College.

**My vision for UDC over the next five years is to heighten its awareness resulting in an increase in enrollment and recognition as a quality institution of higher education – locally, nationally, and internationally. The Community College is one of the components of the university system and should serve as a feeder to the Flagship. In addition, an increasing number of community colleges are serving as alternative training resources or training vehicles to traditional higher education. The Community College may play an expanding role in this regards and by doing so, contribute more to the economic viability of the District.**

18. 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. **My strategy for increasing enrollment (for the Flagship, Community College and workforce development) would include enhanced recruitment efforts within both DC public and private secondary schools; and enhanced and increased marketing and promotion of the institution within the DMV. I do not feel that I have enough information to address the retention strategies to offer additional potential solutions at this time.**

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

**I would want more information on the current state of private fundraising before offering steps to be taken. However, I do think an effort to increase alumni giving may be a step to take to increase private fundraising; as alumni giving at historically black colleges and universities is typically low. I also believe that opportunities exist for the University to seek and secure more corporate sponsorships and partnerships that will further heighten the institution's profile.**

20. 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?

**I do not think that I have sufficient information to offer a definitive response to this question.**