

**COUNCIL OF THE DISTRICT OF COLUMBIA
COMMITTEE OF THE WHOLE
COMMITTEE REPORT**

1350 Pennsylvania Avenue, NW, Washington, DC 20004

DRAFT

TO: All Councilmembers

FROM: Chairman Phil Mendelson
Committee of the Whole

DATE: October 16, 2018

SUBJECT: Report on PR 22-891, “Board of Trustees of the University of the District of Columbia Anthony Tardd Confirmation Resolution of 2018”

The Committee of the Whole, to which Proposed Resolution 22-891, the “Board of Trustees of the University of the District of Columbia Anthony Tardd Confirmation Resolution of 2018” was referred, reports favorably thereon, and recommends approval by the Council.

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I. BACKGROUND AND NEED

The purpose of Proposed Resolution 22-891 is to confirm the reappointment of Anthony Tardd as a member of the University of the District of Columbia Board of Trustees (Board). Dr. Tardd is a Ward 4 resident of the District of Columbia. He was first appointed to the Board in March 2014. If confirmed, Dr. Tardd will serve his first full five-year term, which expires on May 15, 2023.

Dr. Tardd holds a Bachelor of Arts in Economics and a Master of Arts in Counseling and Psychology from Howard University and a Doctorate in Student Personnel/Higher Education Administration from the Virginia Polytechnic Institute and State University (Virginia Tech). For nearly four decades, he has dedicated his life to higher education, specializing in community college administration. Specifically, Dr. Tardd has held numerous positions within the Northern Virginia Community College system (NOVA), including Interim Provost of the Annandale campus, Dean of Student Development and Assistant for Instructional and Campus Development

at the Manassas campus, Provost of the Loudoun Campus, and interim Executive Vice President of the entire system.

Under Dr. Tardd's leadership, NOVA's Loudoun campus saw tremendous growth in enrollment, moving from being the smallest campus to the third largest in the six-college system. Additionally, he opened four satellite campus facilities. Further, Dr. Tardd governed the campus' instructional, student development, learning resources, continuing education, and workforce development programs. As interim Executive Vice President of the entire NOVA system, Dr. Tardd was responsible for the administrative oversight of the day-to-day operations of the entire system, including overseeing educational programs, student services, grants, legal affairs, financial aid, articulation, and program and institutional accreditations.

In addition to Dr. Tardd's career at NOVA, he has taught at George Mason University's Graduate School of Education and at Virginia Tech. Dr. Tardd has also served on doctoral defense committees at Virginia Tech, the University of Maryland, George Washington University, and George Mason University. Lastly, he has been either a chair or a member of more than 25 reaffirmation or accreditation committees for the Commission on Colleges of the Southern Association of Colleges and Schools, which accredits colleges and universities in states such as Alabama, Florida, and Virginia.¹

The University of the District of Columbia (UDC) is both a Historically Black College and University (HBCU) and an urban land-grant institution. Formed in 1975 from the merger of the District of Columbia Teachers' College,² the Washington Technical Institute, and Federal City College,³ UDC serves as the District's only public university. UDC's mission is to provide an affordable, post-secondary education to District residents and to "prepare students for immediate entry into the workforce, the next level of education, specialized employment opportunities or life-long learning."⁴ In furtherance of this mission, a law school was added in 1996⁵ and a community college in 2009.

According to D.C. Official Code Section 38-1202.01, UDC is to be governed by a Board of Trustees, which is to be comprised of fifteen members.⁶ Of the fifteen, eleven are to be appointed by the Mayor with the advice and consent of the Council, three are to be alumni from either the University or one of its predecessor institutions, and one is to be a full-time student elected by the UDC student body.⁷ Each trustee, except for the student trustee, serves for a five

¹ Add cite (see 2014 confirmation committee report).

² This college was formed from the merger of Miners Teacher College and Wilson Teachers College. See *UDC's History*, UNIV. OF THE DISTRICT OF COLUMBIA, http://www.udc.edu/about_udc/history_university_district_columbia (last visited July 12, 2013).

³ D.C. Law 1-36 (effective Nov. 1, 1975).

⁴ *UDC Mission*, UNIV. OF THE DISTRICT OF COLUMBIA, <http://www.udc.edu/welcome/mission.htm> (last visited July 12, 2013).

⁵ See D.C. Law 11-152 (effective Aug. 1, 1996).

⁶ See D.C. Official Code § 38-1202.05 for a list of the duties of the UDC Trustees.

⁷ D.C. OFFICIAL CODE § 38-1202.01(c) (2001 ed.). Of the eleven appointed by the Mayor, seven must reside in the District at the time of their Council confirmation. *Id.* 38-1202.01(c-1).

year term, and each non-student trustee may serve two consecutive full terms.⁸ The following tables depict the current make-up of the UDC Board of Trustees:

Table A: Mayoral Appointments to University of the District of Columbia Board of Trustees

Mayoral Appointee	Resolution Number	Date of Council Approval	Term End Date
Christopher Bell	R 21-306	December 1, 2015	May 15, 2020
Elaine Crider ⁹	PR 22-889	<i>Pending</i>	May 15, 2023
James Dyke Jr.	R 20-530	July 14, 2014	May 15, 2019
Reginald Felton	R 20-531	July 14, 2014	May 15, 2019
Errol Schwartz ¹⁰	PR 22-888	<i>Pending</i>	May 15, 2023
Anthony Tardd¹¹	PR 22-891	<i>Pending</i>	May 15, 2023
Joshua Wyner	R20-425	March 4, 2014	May 15, 2019
Charlene Drew Jarvis ¹²	PR 22-893	<i>Pending</i>	May 15, 2023
Esther Barazzone	R 21-706	December 20, 2016	May 15, 2019
Ken Grossinger	PR 22-890	<i>Pending</i>	May 15, 2023
Carolyn Rudd	PR 22-892	<i>Pending</i>	May 15, 2023

Table B: Elected Alumni and Student Trustees to the University of the District of Columbia Board of Trustees

Elected Trustee	Role	Commencement Date	Term End Date
Barrington Scott	Alumni	May 15, 2015	May 15, 2020
Jerome Shelton	Alumni	May 15, 2015	May 15, 2020
Gwendolyn Hubbard Lewis	Alumni	May 15, 2015	May 15, 2020
Sandra Nkamgna	Student	May 15, 2018	May 15, 2019

The University has made great strides over the last five years, but more needs to be done. Moving forward, and during Dr. Tardd's continued time on the Board, the Committee will be paying particular attention to the following issues.

Enrollment: Over the past decade, UDC has struggled to increase enrollment at the university. Such struggles were exacerbated for the four-year flagship when the Community College was established in 2009 and the four-year institution lost approximately half of its enrollment, as students who were previously enrolled at the flagship campus moved to the Community College. However, the University has made enrollment increases a priority, and President Mason has double downed on those efforts.¹³ For example, the University now offers scholarships and tuition assistance to students from D.C.'s public schools and public charter school.

In addition to increasing the number of first-time, full time students, UDC needs to focus on retention of its students. Unlike other universities in the District, UDC's student population is

⁸ *Id.* 38-1202.01(f). After the completion of the member's second consecutive term, he or she must wait five years from the end of his or her second term before being reappointed or reelected to the Board of Trustees. *Id.*

⁹ Dr. Crider was first appointed to the Board on January 19, 2010, approved by R 18-374.

¹⁰ General Schwartz was first appointed to the Board on July 12, 2011, approved by R 19-147.

¹¹ Dr. Tardd was first appointed to the Board on March 4, 2014, approved by R 20-424.

¹² Dr. Jarvis was first appointed to the Board on December 20, 2016, approved by R 21-705.

¹³ See FY 2016 performance oversight testimony and responses.

older – the average age of a UDC student is 28 years old.¹⁴ Many of the students have to work to support themselves and their families and have to deal with issues such as fiscal constraints, childcare, housing, transportation, etc. Because of this, many UDC students pause their attendance at the University and can take longer than three years to earn an Associate's degree or six years to earn a Bachelor's degree. Thus, it is imperative that the University meet the students where they are and aid its students in tackling the issues that they face so that the students can continue to attend the University.

The Committee is pleased to see these actions and to see that growth in enrollment is starting to occur within the university system. However, this growth does not eliminate the need for UDC to continue to make enrollment, including student retention, a priority. This is an area in which the Committee is particularly interested and believes that continued oversight is needed. During Dr. Tardd's tenure on the Board, he has served as chair of the Community College Committee and the Academic and Student Affairs Committee.¹⁵ Serving as chair of both committees, Dr. Tardd has had the opportunity to delve deep into the needs of both faculty and students, including what is needed to help attract and enrollment more students, as well as what is needed to retain students. In response to pre-hearing questions that the Committee sent to Dr. Tardd, he highlighted a number of strategies that the University can undertake to increase enrollment and retention. Specifically, Dr. Tardd indicated that UDC needs to increase its focus on marketing the University, enhance programs such as dual enrollment, and work to develop stronger partnerships between the University and the various adult education programs in the District.¹⁶ Further, Dr. Tardd noted that early intervention services are needed for students who are not college ready.¹⁷

Private Fundraising: Over the past five years, beginning with fiscal year 2014, the Council has set aside funds for the University as part of a fundraising match. Originally as a means of supporting UDC's accreditation efforts, the Council set aside a million dollars in matching funds in fiscal year 2014 to aid the University with accreditation activities and readiness.¹⁸ For every dollar UDC raised in private donations, up to a maximum of a million dollars, the District matched those donations dollar for dollar. While the University was unsuccessful in raising private funds in fiscal year 2014 for this match, the Council agreed to extend the match opportunity to the University again in fiscal year 2015. UDC rose to the challenge that year and was able to meet, and indeed exceed, the million dollar threshold, raising \$1,070,000 in private donations. Given that success, the Council again set aside a million dollar match for the University in fiscal year 2016. UDC was once again successful at raising the funds and did so within the prescribed time frame.

For fiscal year 2017, the Council put forth more stringent match requirements, indicating that for every two dollars the University raised, it would receive a dollar. The University was just short of fulfilling the match in fiscal year 2017 but given its efforts and the more stringent match requirements, the Council extended the fundraising match opportunity to UDC again in fiscal year

¹⁴ Add cite.

¹⁵ Highlight new student success subcommittee.

¹⁶ Pre-hearing responses.

¹⁷ *Id.*

¹⁸ See Title X, Sec. 10002 of D.C. Law 20-61, the Fiscal Year 2014 Budget Support Act of 2013.

2018. For fiscal year 2018, the University also received a dollar, up to a maximum amount of \$1.5 million, for every two dollars that UDC raised. At UDC's March 28, 2018 hearing on its proposed fiscal year 2019 budget, President Mason testified that the University met the fiscal year 2018 match,¹⁹ as the University raised over \$3.4 million by the April 1, 2018 deadline that the Council set for the University.

Although the original impetus for the match was to provide additional support for UDC's accreditation activities, secondary reasons for the match have been to incentivize the University to increase its private fundraising activities and to encourage the UDC Foundation to take a more active role in raising private funds to support the University. As noted above and discussed in previous Committee budget reports, UDC has to fight year after year for its subsidy, as well as for capital funds from the District government. The University needs to make a concerted effort to increase its private fundraising, even though the Committee believes wholeheartedly that the District should support UDC financially.

The more stringent match requirements from the Council are meant to push UDC to prioritize private fundraising, and it is meant to encourage the University to stop relying on one school or one group of students for private donations. When asked about efforts to increase private fundraising, Dr. Tardd stated that UDC needs to work to establish and develop relationships and partnerships between the University and District businesses. Additionally, Dr. Tardd, like other Trustees, believes that the University needs to find ways to increase alumni support and donations to the University.²⁰

Over the past four years, Dr. Tardd has demonstrated his commitment to the University and to the Board, specifically as chair of both the Community College committee and Academic and Student Affairs Committee. Chairing two committees takes strong dedication, and the knowledge that Dr. Tardd has gleaned from chairing both committees has been invaluable. Given this, in addition to his nearly 40 years of expertise in higher education, including community college administration, the Committee recommends that Dr. Tardd is confirmed for reappointment to the UDC Board of Trustees.

II. LEGISLATIVE CHRONOLOGY

- | | |
|---------------|--|
| June 5, 2018 | PR 22-891, "Board of Trustees of the University of the District of Columbia Anthony Tardd Confirmation Resolution of 2018," is introduced by Chairman Mendelson, at the request of the Mayor. The resolution is deemed disapproved on November 12, 2018. |
| June 12, 2018 | PR 22-891 is "read" at a Committee of the Whole meeting; on this date the referral of the PR to the Committee of the Whole is official. |

¹⁹ UDC's testimony at March 28th budget hearing.

²⁰ Pre-hearing responses.

- June 15, 2018 Notice of Intent to Act on PR 22-891 is published in the *District of Columbia Register*.
- July 6, 2018 Notice of a Public Hearing on PR 22-891 is published in the *District of Columbia Register*.
- September 25, 2018 The Committee of the Whole holds a public hearing on six nominees to the UDC Board of Trustees – PR 22-888 (General Schwartz), PR 22-889 (Dr. Crider), PR 22-890 (Mr. Grossinger), PR 22-891 (Dr. Tardd), PR 22-892 (Dr. Rudd), and PR 22-893 (Dr. Jarvis); the hearing is recessed until October 18, 2018 to hear testimony from Dr. Crider and Mr. Grossinger.
- October 5, 2018 Notice of the reconvened hearing is filed with the Council’s Office of the Secretary.
- October 16, 2018 The Committee of the Whole marks-up PR 22-891.
- October 18, 2018 The Committee of the Whole reconvenes the public hearing on PRs 22-889 and 22-890 and hears from Dr. Crider and Mr. Grossinger.

III. POSITION OF THE EXECUTIVE

Dr. Tardd is the Mayor’s nominee for one of the eleven Board of Trustees seats appointed by the Mayor.

IV. COMMENTS OF ADVISORY NEIGHBORHOOD COMMISSIONS

The Committee received no testimony or comments from any Advisory Neighborhood Commission.

V. SUMMARY OF TESTIMONY

The Committee of the Whole held a public hearing on PR 22-891 on September 25, 2018. This hearing was recessed and will be reconvened on October 18, 2018. The testimony summarized below is from the hearing on September 25, 2018. Copies of written testimony are attached to this report.

Dr. Anthony Tardd, nominee, testified about his willingness to continue to serve on the Board of Trustees, highlighted his involvement with the Board since being originally confirmed in March 2014, and discussed the University’s accomplishments over the past few years and the challenges that it has faced and will face moving forward.

The Committee received no testimony or comments in opposition to PR 22-891. Copies are attached to this report.

VI. IMPACT ON EXISTING LAW

This confirmation is consistent with existing law. Pursuant to D.C. Official Code § 38-1202.01, the Board shall be comprised of fifteen members—eleven members appointed by the Mayor and confirmed by the Council, three members who are alumni of UDC or one of its predecessor institutions, and one student trustee. Of the eleven members appointed by the Mayor, seven must be District residents at the time of their confirmation. Additionally, each member, except for the student trustee, may only serve two consecutive five-year terms.²¹ By operation of law, the appointment is deemed disapproved on the 90th day (excluding days of Council recess) following submission of the nomination by the Mayor, absent Council action.²²

VII. FISCAL IMPACT

PR 22-891 will have no fiscal impact on the District of Columbia budget or financial plan. Pursuant to D.C. Official Code § 38-1202.04, trustees receive no compensation for their service on the Board. However, each trustee is entitled to be reimbursed up to \$4,000 annually for any “actual and necessary expenses incurred while actually engaged in service as a Trustee.”²³ Such expenses are included as part of the University’s annual budget.

VIII. SECTION-BY-SECTION ANALYSIS

<u>Section 1</u>	States the short title of PR 22-891.
<u>Section 2</u>	Confirms the reappointment of Anthony Tardd to the UDC Board of Trustees for a term that expires on May 15, 2023.
<u>Section 3</u>	Directs the Council to transmit a copy of the resolution, upon its adoption, to the nominee, the University of the District of Columbia Board of Trustees, and to the Office of the Mayor.
<u>Section 4</u>	Provides that PR 22-891 should take effect immediately.

IX. COMMITTEE ACTION

On October 16, 2018, the Committee met to consider PR 22-891, the “Board of Trustees of the University of the District of Columbia Anthony Tardd Confirmation Resolution of 2018.”

²¹ See D.C. OFFICIAL CODE § 1-523.01(e) (Supp. 2013).

²² *Id.* The 90 day period of review for PR 22-891 expires on November 12, 2018.

²³ *Id.* § 38-1202.04.

The meeting was called to order at _____ a.m., and PR 22-891 was item _____ on the agenda. After ascertaining a quorum (Chairman Mendelson and Councilmembers Allen, Bonds, Cheh, Evans, Gray, Grosso, McDuffie, Nadeau, Silverman, Todd, and R. White, and T. White present), Chairman Mendelson . . .

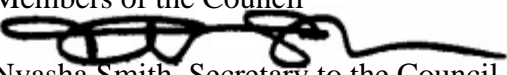
X. ATTACHMENTS

1. PR 22-891 as introduced.
2. Written Testimony.
3. Nominee's response to questions.
4. Legal Sufficiency Determination for PR 22-891.
5. Committee Print for PR 22-891.

COUNCIL OF THE DISTRICT OF COLUMBIA
1350 Pennsylvania Avenue, N.W.
Washington D.C. 20004

Memorandum

To : Members of the Council

From : 
Nyasha Smith, Secretary to the Council

Date : June 11, 2018

Subject : Referral of Proposed Legislation

Notice is given that the attached proposed legislation was introduced in the Office of the Secretary on Tuesday, June 5, 2018. Copies are available in Room 10, the Legislative Services Division.

TITLE: "Board of Trustees of the University of the District of Columbia Anthony Tardd Confirmation Resolution of 2018", PR22-0891

INTRODUCED BY: Chairman Mendelson at the request of the Mayor

The Chairman is referring this legislation to the Committee of the Whole. This resolution will be deemed disapproved on Monday, November 12, 2018 without Council action.

Attachment

cc: General Counsel
Budget Director
Legislative Services



2018 JUN -5 PM 12:05
OFFICE OF THE
SECRETARY

MURIEL BOWSER
MAYOR

JUN 05 2018

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, N.W., Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01 (2014 Repl. and 2016 Supp.)), and pursuant to section 201 of the District of Columbia Public Postsecondary Education Act, approved October 26, 1974 (88 Stat. 1424; Pub. L. 93-471; D.C. Official Code § 38-1202.01 2016 Supp.), I am pleased to nominate the following person:

Anthony Tardd
1604 Varnum Street N.W.
Washington, D.C. 20011
(Ward 4)

for reappointment as a member of the Board of Trustees of the University of the District of Columbia, for a term to end May 15, 2023.

Enclosed you will find biographical information detailing the experience of the above-mentioned nominee, together with proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Muriel Bowser".
Muriel Bowser

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Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

Chairman Phil Mendelson, at the request of the Mayor, introduced the following resolution,
which was referred to the Committee on _____.

To confirm the reappointment of Anthony Tardd to the Board of Trustees of the University of the
District of Columbia.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, that this
resolution may be cited as the "Board of Trustees of the University of the District of Columbia
Anthony Tardd Confirmation Resolution of 2018".

Sec. 2. The Council of the District of Columbia confirms the reappointment of:

Anthony Tardd
1604 Varnum Street N.W.
Washington, DC 20011
(Ward 4)

as a member of the Board of Trustees of the University of the District of Columbia, established
by section 201 of the District of Columbia Public Postsecondary Education Act, approved
October 26, 1974 (88 Stat. 1424; Pub. L. 93-471; D.C. Official Code § 38-1202.01), for a term to
end May 15, 2023.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,
upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

Dr. Anthony Tardd

I. Education

1. Ed.D. Virginia Tech 1987 (Higher Ed. Admin/Counseling Student Personnel)
2. George Washington University 1976 (15 graduate hours – Counseling Psychology)
3. M.A. Howard University 1973 (Counseling Psychology)
4. B.A. Howard University 1969 (Economics/Mathematical & Statistical)

II. University of the District of Columbia

1. Member of the Board of Trustees 2014 to present
2. Chair, Community College Committee 2015 to present
3. Chair, Academic and Student Services Committee 2017 to present
4. Member Search Committee – President of the University (Ronald Mason)
5. Member Search Committee – Chief Academic Officer

III. Virginia Community College System Highlights

1. Academic and Student Affairs Council (formerly Chancellor's Advisory Council of Deans and Provosts) 1990 – Retirement 1/31/2009
2. Member of Executive Council of Deans and Provosts
3. Chair Student Services Committee – Deans and Provosts
4. Member Interview and Selection committees (various)
 - a. President Mountain Empire
 - b. Vice Chancellor Academic and Student Services
 - c. President Germanna Community College
5. First VCCS Student Leadership Conference Co-Chair
6. Member VCCS Task Force on Strategies for Attracting and Retaining Faculty for a Globally Competitive Educational System
7. Chair VCCS Task Force on the re-design of the VCCS 29.
8. Chancellor's Committee Practitioners
9. VCCS Professional Development Video "Individualized Development Plan"
10. Contributing author of VCCS's first Affirmative Action Plan
11. Member VCCS Chancellor's Leadership Academy

IV. NVCC Career Highlights 1973- Retirement 12/31/2009 and in Interim Capacity 9/16/2011 – 5/31/2012

- 1. Called out of retirement to serve as acting EVP of the second largest community college in the United States (78,000 students)**
- 2. Served as Provost of the fastest growing campus in the VCCS**
- 3. Opened four successful off-campus centers; two Reston centers, one Loudoun Hospital, and one Signal Hill**
- 4 Served as Dean of Students and Assistant for Campus & Instructional Development (MA); Dean of the Division of Natural Science, Mathematics, and Computer Science (AL); Interim Provost (AN); Provost (LO); Interim Executive Vice President (CS)**
- 5 Chaired fundraising committee and design team for Mary Louise Jackson Amphitheatre, Manassas, VA**
- 6 Member all major college committees including: college budget, curriculum, college planning, instructional & student services, affirmative action, institutional effectiveness, college Senate, Administrative Council, Affirmative Action, SACS Steering Committees (3—10 year, 20 year, and 30 year) having served as chair of the majority of the aforementioned committees**
- 7 Administrative Coordinator of Achieving the Dream Initiative**
- 8 Writer of NVCC's first Affirmative Action Plan and contributor to VCCS's first Affirmative Action Plan and Minority Recruitment Plans**
- 9 Writer/recipient institutional, local, and federally funded grants**
- 10 Led planning, design, and opening efforts for four major college/campus buildings and/or major renovations**

V. Community

- 1. Member of Board of Directors Loudoun Chamber of Commerce**
- 2. Member Manassas City Chamber of Commerce**
- 3. Executive Committee Loudoun School Business Partnership**
- 4. NOVA/Alexandria Public Schools Project Discovery (project designed to introduce students of color to two and four-year colleges**
- 5. Loudoun Public Schools Selection Committee for Washington Post Agnes Meyer Outstanding Principal Award**
- 6. Member Loudoun County Economic Development Commission**
- 7. Board Member Northern Virginia Center, Old Dominion University**
- 8. Board Member Northern Virginia Center, University of Virginia**
- 9. Member Board of Trustees University of the District of Columbia**

VI. Other

- 1. Member or chair of more than 25 Southern Association of Colleges and Schools, Commission on Colleges, Affirmation of Accreditation Teams (selected list attached)**

2. Host/Coordinator Job Fair for members of Congress, U.S. Representatives Tom Davis and Congressman Frank Wolf
3. AACC Council on Black American Affairs (member)
4. President's Roundtable (member)
5. Field Reader – Trio Programs (title 3)
6. Judge – Virginia Statewide Science Fair
7. Member National Articulation and Transfer Committee
8. Member Association of Governing Boards
9. Member American Association of Community College Trustees

V. Awards (leadership) and Recognitions

1. NOVA Board of Trustees Leadership Award
2. Loudoun County Chamber of Commerce Leadership Award
3. Loudoun County Board of Supervisors
4. VCCS Academic and Student Affairs Council Leadership Award
5. Loudoun County Public Schools Leadership Award
6. Northern Virginia Community College Emeritus Provost
7. Loudoun County Economic Development Commission Award
8. Recognized by the Virginia General Assembly for service to the Commonwealth

VII. Consultancies and/or Graduate Adjunct Teaching

1. Sacramento City Community College
2. Pima Community College
3. Eastfield Community College
4. Bishop State Community College
5. Latimer Education, Inc
6. University of Northern Virginia
7. George Mason University Higher Education Program
8. Virginia Tech Counseling/Student Personnel Program (Rational Behavior Therapy)
9. Northeastern University
10. Drexel University

VIII. Institutional Reaffirmation of Accreditation Teams on which I served either as Chair or as a committee member

1. Lone Star Community College
2. Bishop State Community College
3. Mitchell Community College
4. Tyler Community College
5. Del Mar Community College

6. Hill Community College
7. Forsyth Community College
8. Lexington Community College
9. North Harris Montgomery
10. Tarrant County Community College (twice)
11. Alabama Southern Community College
12. James Faulkner Community College
13. Southern Union Community College
14. Copleah Lincoln Community College
15. Guilford Community College
16. Lamar Institute of Technology
17. Manatee Community College
18. Tallahassee Community College
19. Owen Community College
20. Santa Fe Community College
21. Asheville-Buncombe Community College
22. Hinds Community College
23. Roane State Community College
24. Western Texas Community College
25. San Jacinto Community College
26. Walters State Community College
27. Brevard Community College
28. Hillsborough Community College
29. El Centro Community College



Executive Office of the Mayor - Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Dr. Anthony Tardd



Dr. Anthony Tardd is a lifelong educator and was appointed to the Board of Trustees by Mayor Vincent Gray in April 2013. His career spans over 40 years in education and includes the roles of high school social studies teacher with the DC Public School System, junior high school social studies teacher with the Arlington County Public School System, and 38 years in higher education as a faculty member and college administrator. He has served as the Executive Vice President of Northern Virginia Community College, Provost (CEO) of two Northern Virginia Community College campuses, director of four NOVA off-campus centers, Dean of Students and Assistant for Campus & Instructional Development, Dean of the Math, Science, Computer Science Division, Coordinator of Student Benefits and Support Services, and Coordinator of Counseling.

Dr. Tardd has served as an adjunct faculty member in the Graduate Schools of Education at George Mason University and at Virginia Tech. He has served on doctoral defense committees at Virginia Tech, University of Maryland, George Washington University, and George Mason University.

Dr. Tardd has received leadership awards from the NOVA Board of Trustees, the Loudoun County Chamber of Commerce, the Loudoun County Board of Supervisors, VCCS Academic and Student Affairs Council, and Loudoun County Public Schools. He was named by Northern Virginia Community College a Professor Emeritus, and he was recognized by the Virginia General Assembly for Outstanding Service to the Commonwealth of Virginia.

A Ward 4 resident, Dr. Tardd received both a Bachelor's in Economics and Master's degree in Counseling Psychology from Howard University and a doctorate in Counseling and Student Personnel Services with a cognate in Higher Education Administration from Virginia Polytechnic Institute and State University (Virginia Tech).

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Alana Intrieri, Steve Walker
From: Betsy Cavendish
Date: June 4, 2018
Subject: Legal sufficiency review of Resolution nominating Ken Grossinger, Carolyn Rudd, Elaine Crider, Charlene Drew Jarvis, Anthony Tardd, and Errol Schwartz to the Board of Trustees of the University of the District of Columbia.

This is to Certify that this office has reviewed the above-referenced legislation and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call me at 202-724-7681.

A handwritten signature in cursive script that reads 'Elizabeth A. Cavendish'.

Elizabeth Cavendish

Good afternoon and thank you Mr. Chairman for providing me this opportunity to testify in support of my reappointment to the Board of Trustees of the University of the District of Columbia. I have served on the Board since 2014 and it would be my honor to have the opportunity to serve a second term.

I am a graduate of Virginia Tech with a doctorate in Higher Education Administration/Counseling Student Personnel and I have over 40 years of experience in higher education having taught both undergraduate and graduate level students. In addition to having served as a Trustee of the University of the District of Columbia, I have also served on the “unofficial” boards for the Northern Virginia Graduate programs in education at both Old Dominion University and the University of Virginia. In addition, I have worked in the community college environment as Dean, Provost, and Executive Vice President.

I have served on a number of dissertation and thesis committees at George Mason University, George Washington University, and the University of Maryland. Also, I have been an adjunct faculty member in the graduate program in Community College Education at George Mason University, taught a course in Rational Behavior Therapy at Virginia Tech, and team taught a course in Outcomes, Assessment, and Continuous Improvement at Drexel University. I have served on more than 25 reaffirmation of accreditation teams for the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) either as a team member or as committee chair. My professional experience coupled with my knowledge of the University and my prior experience as a member of the Board of Trustees of the University of the District of Columbia, together with the fact that I bring to the Board a community college, as well as an

academic and administrative prospective that is valuable to our deliberations. This comprehensive awareness of higher education environments inspires me to seek reappointment to the UDC.

When I was asked to testify before the City Council in 2014, prior to my initial appointment to the UDC Board of Trustees, I remember saying “I have lived in this city all my life, that I love this city, and that I am committed to the belief that the citizens of and the employers in this city deserve a viable, outstanding, top tier public institution of higher education of which they can be proud. And, for employers, an institution on which they can depend to address their employment and workforce training needs. Now after having served one term on the board, I have come to know that the University of the District of Columbia is indeed that institution. I know the University to be an outstanding institution with exceptional leadership. I also know it to be an institution that is committed through academic degree and stackable certifications, to be a model of helping students realize their highest level of potential, while also helping them achieve academic success. Having first served as a member and subsequently as chair of the Academic and Student Services Committee of the Board, I know that the University has committed itself to implementing programs and strategies that are designed to retain and graduate its students. Further, I have come to know that the University, through its many partnerships, programs (academic, career, and community service) continually works closely with employers, governments (District and Federal) and the business community to address their workforce and training needs.

My experience as Chair of the Academic and Student Services Committee of the University’s Board of Trustees and as Chair of the

Community College Committee of the Board, together with my educational background and professional experience, has proven to be helpful in assisting the University move forward and to live in its mission (learner-centered, demand-driven, empowering its graduates to be engaged critical and creative thinkers, problem solvers, effective communicators, and service-driven leaders in the workforce and beyond). I am proud to be a Trustee who along with the other Trustees is part of the team keeping focus on that mission, embracing and advancing it, and helping to develop and achieve the goals and objectives of the University's Strategic Plan, "The Equity Imperative."

Like my colleagues on the board and the university's leadership, I believe that student success, retention, completion, and graduation are at the core of everything we do at the university. Improving these outcomes are the primary focus of the Committee of the Student Outcomes, a subcommittee of the Academic and Student Services Committee. Outcomes have not only been our Board's priority but those have been issues of concern for law makers and for every higher education governing board in the country, and especially those of HBCUs. .

As the only public institution of higher education in the city, the University of the District of Columbia serves a very diverse population across all eight wards of the city. Since 2014 I have seen it become a more valued, highly respected institution not only by the residents of the city but also by the public school, higher education, business, regional, national, and international communities alike. This, I believe, coupled with the University's DCUP program has in many ways helped to reduce the loss of many of the city's best and brightest young people to other regions of the country. UDC has become the first choice higher education option

for many residents and for the many employers who do business in the city and who seek training for their employees.

The University's career and workforce development units have developed the kinds of relationships and partnerships with business, government, and industry employers in the city that have led to the creation of programs that are responsive to their needs and which lead to well-paying sustainable jobs. It has embraced and championed its role as the gateway to the middle class by providing access to workforce development, career training opportunities, stackable credentials including certificates, associate, bachelor, and graduate degree programs all attuned to providing the pathway to the middle class with outcomes that address the social, educational, and economic development needs of the city.

The University of the District of Columbia has become an institution which the citizens of the City are indeed proud to attend. Today, because of the help of the Mayor and the Council, the dedication of Board of Trustees, and the University's administrative leadership, the University is healthier and in a much better place than it was in 2014, working more closely in partnership and cooperating with its community college and other components of the university. My desire to serve a second term on the UDC Board of Trustees allows me to continue to be a part of a strong team and an even stronger and healthier university that is committed to doing its part in contributing to the growth of the middle class in making the city an even better place in which to live, work, play, and learn.

I believe that my experience on UDC's Board of Trustees coupled with my extensive "hands-on" experience as a college administrator, teacher, evaluator and board member is beneficial both to the Board and to the University. I would be delighted and honored to be allowed to continue

Anthony C. Tardd, 1604 Varnum St., NW. Washington, DC 20011

my service as a member of the UDC Board of Trustees and to continue the work that has been started. Thank you

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Rasheen Carbin
4713 Wisconsin Avenue, NW
Washington, D.C. 20016

CHAIRMAN MENDELSON

2018 SEP 21 PM 2:44

September 21, 2018

Chairman Phil Mendelson
Council of the District of Columbia
1350 Pennsylvania Ave NW
Suite 410
Washington, DC 20004

Dear Chairman Mendelson,

It is with great pleasure that I write this letter in support of Dr. Anthony C. Tardd for reappointment to the Board of Trustees of UDC. Dr. Tardd is not only a widely respected educator, but also an energetic and effective member of several civically-oriented groups.

I know Dr. Tardd primarily from The Church of the Epiphany where we both worship. He has been an important leader in the congregation who has been especially helpful during our recent time of transition. He has served as our senior warden, coordinators of the counters, usher, Welcome Table volunteer, and has chaired our buildings and grounds committee.

I was so impressed with his leadership that I nominated him for the Seabury Celebration of Service award. Each year Seabury Resources for Aging honors the contributions of older adults in the Episcopal Diocese of Washington and the Potomac Association of the United Churches of Christ. Choosing Dr. Tardd for this accolade was only fitting given the myriad of ways in which he contributes to the life of the parish.

I currently serve as the vice president of a board and would love to have someone of Dr. Tardd's caliber join our organization. I recommend Dr. Tardd for another term of the Board of Trustees without reservation. I know that he will continue to bring a great deal of value to the university.

Best wishes,


Rasheen Carbin

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,

1 **COMMITTEE PRINT - DRAFT**

2 **Committee of the Whole**

3 October 16, 2018

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10 A PROPOSED RESOLUTION

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13 22-891

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16 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

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21 To confirm the reappointment of Dr. Anthony Tardd to the Board of Trustees of the University
22 of the District of Columbia.

23
24 RESOLVED, THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this
25 resolution may be cited as the “Board of Trustees of the University of the District of Columbia
26 Anthony Tardd Confirmation Resolution of 2018”.

27
28 Sec. 2. The Council of the District of Columbia confirms the reappointment of:

29
30 Dr. Anthony Tardd
31 1604 Varnum Street, N.W.
32 Washington, DC 20011
33 (Ward 4)

34
35 as a member of the Board of Trustees of the University of the District of Columbia, established
36 by section 201 of the District of Columbia Public Postsecondary Education Reorganization Act,
37 approved October 26, 1974 (88 Stat. 1424; D.C. Official Code § 38-1202.01), for a term to end
38 May 15, 2023.

39 Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,

40 upon its adoption, to the nominee, the University of the District of Columbia Board of Trustees,
41 and the Office of the Mayor.

42 Sec. 4. This resolution shall take effect immediately.