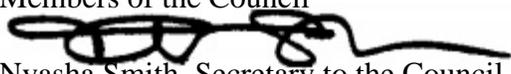


**COUNCIL OF THE DISTRICT OF COLUMBIA**  
**1350 Pennsylvania Avenue, N.W.**  
**Washington D.C. 20004**

Memorandum

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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 Carolyn Rudd Confirmation Resolution of 2018", PR22-0892

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), 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), I am pleased to nominate the following person:

Dr. Carolyn Rudd  
4301 Connecticut Avenue, NW, Suite 134  
Washington, D.C. 20008  
(Ward 3)

for appointment as a member of the Board of Trustees of the University of the District of Columbia, replacing Gabriela Lemus, 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 that reads "Muriel Bowser".

Muriel Bowser

  
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 appointment of Dr. Carolyn Rudd 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  
Carolyn Rudd Confirmation Resolution of 2018".

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

Dr. Carolyn Rudd  
4301 Connecticut Avenue, N.W. Suite 134  
Washington, DC 20008  
(Ward 3)

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), replacing  
Gabriela Lemus, 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.

**CAROLYN B. RUDD, Ed.D.**

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**EDUCATION:**

- 1978            Ed.D., College of William and Mary  
Higher Education with Minor in Business
- 1973            M.Ed., Virginia State University  
Business Education
- 1972            B.S., Virginia State University  
Accounting

**PROFESSIONAL EXPERIENCE:**

- Present            **President and CEO**  
CRP, Inc., Washington, DC
- 1988            **Special Projects Consultant**  
Delta Research and Educational Foundation, Washington, DC  
Delta Sigma Theta Sorority, Inc.
- 1986            **Program/Resource Development Coordinator**  
1988            Howard University, Washington, DC  
Office of Satellite Communications
- 1983            **Executive Director - Bowie State College Foundation**  
1986            **Director of Development and Alumni Relations**  
Bowie State College, Bowie, MD
- 1978            **Professor, Business Administration, 1981-82**  
1982            **Director, Job Corps Advanced Career Training  
Program, 1979-81**  
**Professor, Business Administration, 1978-79**  
Virginia State University, Petersburg, VA

**PROFESSIONAL AFFILIATIONS (*partial, past & present*):**

- DC Commission for Women, Chair (present)
- DC Chamber of Commerce, Board of Directors (present)
- Co-Chair DC Chamber Membership Committee
- Leadership Greater Washington, Board of Directors (past)
- American Business Women's Association (past)
- YMCA Board of Directors (past)
- Delta Sigma Theta Sorority, Inc.

**PROFESSIONAL ACCOMPLISHMENTS AND ACTIVITIES:**

- Provided key oversight, serving as the Corporate Monitor, on two recent DC government contracts with the DC Public Schools (statistical analysis/enrollment data) and the Department of Energy and Environment (sustainability opinion research, respectively)
- Lead the proposal development team that secured a \$20 million grant for Tuskegee University from the Centers for Disease Control and Prevention (CDC) that established the nation's first bioethics center at a historically black college/university (HBCU)
- Lead a technical assistance team from CRP that considerably aided and strengthened the Tuskegee Bioethics Center's infrastructure and operations
- Chief Executive/Operating Officer or Corporate Monitor for several evaluation contracts to include District of Columbia Public Schools HIV/AIDS Program, and Comprehensive School Health; Association of Black Psychologists; National Center for Bioethics in Research and Health Care
- Conference Coordinator for several contracted projects to include: U.S. Department of the Interior Research Symposium; U.S. Department of Labor/Women's Bureau; Bowie State University
- Wrote and negotiated the grant for the National AIDS Information/Education Video-Conference (funded at approximately \$.5 million) housed at Howard University
- Developed and implemented training programs for adults, youth and parents to include such topical areas as communications, conflict resolution, teambuilding and community and self-empowerment
- Wrote the proposal submitted by Delta Research and Educational Foundation to the Office of Opportunities in Science/American Association for the Advancement of Science
- Coordinated four forums for Delta Research and Educational Foundation, Delta Sigma Theta Sorority, in the states of California, Florida, Minnesota, and New York
- Developed the marketing brochure for Delta Research and Educational Foundation to promote the release of an educational training videotape entitled, "Single Parenting: A Women's Perspective"
- Wrote the proposal for the Job Corps Advanced Career Training Program (funded at \$1 million) housed at Virginia State University
- Workshop Consultant for non-profit organizations and foundations (Organizational Management and Resource Development)
- Conference Coordinator for the first annual conference of the Black College Satellite Telecommunication Network
- Faculty Evaluator in the assessment of training participants conducted by the Management Development and Training Service for the State of Virginia
- Coordinator of Continuing Education seminars for the Southside Virginia Medical Society, a branch of the Virginia Medical Society
- Guest Lecturer for social, civic, and professional organizations
- Successfully served as CRP's President for almost 30 years



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

## Dr. Carolyn Rudd



Dr. Carolyn B. Rudd is Founder, President and CEO of CRP, Incorporated (CRP), a Washington, DC-based, multi-faceted professional services and management consulting firm established in 1988. Dr. Rudd leads CRP in providing solutions in research, policy assessment and analysis, and program management and support services to Federal agencies, the District of Columbia government, institutions of higher education, and nonprofit organizations.

Dr. Rudd taught and served in leadership capacities at several universities and consulted for numerous Federal agencies and nonprofit organizations. She has long been a forceful and tireless advocate for minority- and women-owned businesses and is a nationally recognized leader in the small business community to promote the interests of traditionally disadvantaged business people.

Dr. Rudd has led CRP's efforts as a charitable partner in the DC community by making philanthropic contributions to Howard University's Sickle Cell Center, Howard University Hospital, and the following nonprofits: Leadership Greater Washington; Urban Alliance; Bright Beginnings; Crittenton Services of Greater Washington; Family Matters; the Congressional Black Caucus Foundation; the YWCA of Washington, DC; the Humanities Council of Washington, DC; the POSSE Foundation; and the Washington Area Women's Foundation.

A Ward 8 resident, Dr. Rudd has Bachelor of Science and Master in Education degrees from Virginia State University and her Doctor of Education from The College of William and Mary.

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.

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**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 black ink that reads 'Elizabeth A. Cavendish'. The signature is written in a cursive style.

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Elizabeth Cavendish

**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.**

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 22-892

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16 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

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20  
21 To confirm the appointment of Dr. Carolyn Rudd to the Board of Trustees of the University of  
22 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 Carolyn Rudd Confirmation Resolution of 2018”.

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

29  
30 Dr. Carolyn Rudd  
31 4301 Connecticut Avenue, N.W., Suite 134  
32 Washington, DC 20008  
33 (Ward 3)

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), replacing Gabriela  
38 Lemus, for a term to end 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.