

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

1350 Pennsylvania Avenue, NW, Washington, DC 20004

**DRAFT**

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**TO:** All Councilmembers

**FROM:** Chairman Phil Mendelson  
Committee of the Whole

**DATE:** October 16, 2018

**SUBJECT:** Report on PR 22-893, “Board of Trustees of the University of the District of Columbia Charlene Drew Jarvis Confirmation Resolution of 2018”

The Committee of the Whole, to which Proposed Resolution 22-893, the “Board of Trustees of the University of the District of Columbia Charlene Drew Jarvis 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 22-893 is to confirm the reappointment of Dr. Charlene Drew Jarvis as a member of the University of the District of Columbia Board of Trustees (Board). Dr. Jarvis is currently a Ward 4 resident of the District of Columbia and has served on the Board since December 20, 2016. If confirmed, Dr. Jarvis will serve her first full five-year term, which expires on May 15, 2023.

Dr. Jarvis holds a Bachelor’s degree from Oberlin College, a Master’s degree from Harvard University, and a Ph.D. from the University of Maryland. Dr. Jarvis has had a distinguished career, serving as the President of Southeastern University, a Councilmember of the Council of the District of Columbia for over 20 years, and serving on numerous boards over the past 40 years. During Dr. Jarvis’ tenure as President of Southeastern University, she was involved in all aspects of running Southeastern University. Such exposure has given her great knowledge in the areas of

fund development, re-accreditation of a university, and financial struggles that universities face.<sup>1</sup> These are issues that UDC has had to face over the past several years. Additionally, during her tenure as President of Southeastern University, Dr. Jarvis was faced with the difficult decision to end Southeastern University's reign as a stand-alone university due to its fiscal issues. Yet knowing the need for District residents, as well as individuals in the region, to have access to continuing education, Dr. Jarvis arranged a unique merger between Southeastern University and the USDA Graduate School.<sup>2</sup>

Since her tenure at Southeastern University, Dr. Jarvis has served on numerous boards, including serving on the Board of Trustees for Oberlin College and the Edmund Burke Independent School in DC.<sup>3</sup> Additionally, Dr. Jarvis has served as a senior advisor to KIPP Public Charter Schools and as a member of the cross-sector taskforce established by the Deputy Mayor of Education.<sup>4</sup> Further, Dr. Jarvis has served on the Workforce Investment Council and on the executive committee and education committee of the Federal City Council.

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,<sup>5</sup> the Washington Technical Institute, and Federal City College,<sup>6</sup> 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."<sup>7</sup> In furtherance of this mission, a law school was added in 1996<sup>8</sup> 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.<sup>9</sup> 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.<sup>10</sup> Each trustee, except for the student trustee, serves for a five

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<sup>1</sup> Jarvis written testimony.

<sup>2</sup> *Id.*

<sup>3</sup> *Id.*

<sup>4</sup> The cross-sector taskforce was tasked with increasing collaboration between the District of Columbia public school system and the public charter school system, as well as to review areas of concern that both sectors have and solutions to those issues.

<sup>5</sup> 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](http://www.udc.edu/about_udc/history_university_district_columbia) (last visited July 12, 2013).

<sup>6</sup> D.C. Law 1-36 (effective Nov. 1, 1975).

<sup>7</sup> *UDC Mission*, UNIV. OF THE DISTRICT OF COLUMBIA, <http://www.udc.edu/welcome/mission.htm> (last visited July 12, 2013).

<sup>8</sup> See D.C. Law 11-152 (effective Aug. 1, 1996).

<sup>9</sup> See D.C. Official Code § 38-1202.05 for a list of the duties of the UDC Trustees.

<sup>10</sup> 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.<sup>11</sup> 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 <sup>12</sup>	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 <sup>13</sup>	PR 22-888	<i>Pending</i>	May 15, 2023
Anthony Tardd <sup>14</sup>	PR 22-891	<i>Pending</i>	May 15, 2023
Joshua Wyner	R20-425	March 4, 2014	May 15, 2019
<b>Charlene Drew Jarvis<sup>15</sup></b>	<b>PR 22-893</b>	<b><i>Pending</i></b>	<b>May 15, 2023</b>
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. Jarvis's 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.<sup>16</sup> 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

<sup>11</sup> *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.*

<sup>12</sup> Dr. Crider was first appointed to the Board on January 19, 2010, approved by R 18-374.

<sup>13</sup> General Schwartz was first appointed to the Board on July 12, 2011, approved by R 19-147.

<sup>14</sup> Dr. Tardd was first appointed to the Board on March 4, 2014, approved by R 20-424.

<sup>15</sup> Dr. Jarvis was first appointed to the Board on December 20, 2016, approved by R 21-705.

<sup>16</sup> See FY 2016 performance oversight testimony and responses.

older – the average age of a UDC student is 28 years old.<sup>17</sup> 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. Jarvis's tenure on the Board she has been involved in trying to find ways to tackle this very issue. Moreover, when asked at her September 25, 2018 confirmation hearing about strategies that the University should employ to increase its enrollment, Dr. Jarvis discussed the need for the University to use a student success model that continuously tracks students' progress, provides strong support to students, involves frequent communication with a student, and swift intervention when a student is struggling or demonstrating a need for assistance.<sup>18</sup> The Committee agrees with Dr. Jarvis that such a model will aid in enrollment and retention of students and will continue to monitor the University's progress in this area.

***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.<sup>19</sup> 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 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

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<sup>17</sup> Add cite.

<sup>18</sup> Add cite.

<sup>19</sup> See Title X, Sec. 10002 of D.C. Law 20-61, the Fiscal Year 2014 Budget Support Act of 2013.

match,<sup>20</sup> 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 what steps the University should take to increase private fundraising, Dr. Jarvis noted six issue areas that the University needs to address in order to increase private fundraising. Specifically, UDC needs to demonstrate "reputational improvements in administration and student outcomes," show donors why they should give, establish connections between a donor's beliefs and UDC's mission, create greater connection to alumni, invest more in University staff devoted to fundraising, and strengthen the relationship between the University and the UDC Foundation, the fundraising arm of the University.<sup>21</sup> Dr. Jarvis testified at her September 25<sup>th</sup> confirmation hearing that she has recently assumed the responsibility of serving as the Chair of the Board's Audit, Budget, and Finance committee, which has purview over the University's fundraising.<sup>22</sup> Given this and the fact that she is acutely aware of the steps the University needs to take to increase private fundraising, the Committee believes Dr. Jarvis will be an invaluable asset in this area and is eager to see UDC's private fundraising increase.

Dr. Jarvis's experience is quite impressive. Moreover, her knowledge of DC and the role that UDC plays within the District is a key asset that will be invaluable to the Board. Through Dr. Jarvis's testimony at her confirmation hearing, as well as her responses to pre-roundtable questions, the Committee believes that Dr. Jarvis has demonstrated that she understands both the successes and challenges of UDC and that she is fully committed to ensuring that the University exceeds. Thus, the Committee recommends that Dr. Jarvis be appointed to the UDC Board.

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<sup>20</sup> UDC's testimony at March 28<sup>th</sup> budget hearing.

<sup>21</sup> Answers to pre-hearing questions.

<sup>22</sup> Add cite.

## II. LEGISLATIVE CHRONOLOGY

- June 5, 2018 PR 22-893, “Board of Trustees of the University of the District of Columbia Charlene Drew Jarvis 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 22-893 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.
- June 15, 2018 Notice of Intent to Act on PR 22-893 is published in the *District of Columbia Register*.
- July 6, 2018 Notice of a Public Hearing on PR 22-893 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 22-893.
- 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. Jarvis 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 22-893 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.

*Charlene Drew Jarvis, nominee*, testified about her willingness to continue to serve on the Board of Trustees, highlighted her involvement with the Board since being originally confirmed in December 2016, and discussed the University’s accomplishments over the past two years and the challenges that it has faced and will face moving forward.

The Committee received no testimony or comments in opposition to PR 22-893. 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.<sup>23</sup> By operation of law, the appointment is deemed disapproved on the 90<sup>th</sup> day (excluding days of Council recess) following submission of the nomination by the Mayor, absent Council action.<sup>24</sup>

## VII. FISCAL IMPACT

PR 22-893 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.”<sup>25</sup> 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 22-893.
<u>Section 2</u>	Confirms the reappointment of Dr. Charlene Drew Jarvis to the UDC Board of Trustees for a term that expires on May 15, 2023.

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<sup>23</sup> See D.C. OFFICIAL CODE § 1-523.01(e) (Supp. 2013).

<sup>24</sup> *Id.* The 90 day period of review for PR 22-893 expires on November 12, 2018.

<sup>25</sup> *Id.* § 38-1202.04.

Section 3 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.

Section 4 Provides that PR 22-893 should take effect immediately.

## **IX. COMMITTEE ACTION**

On October 16, 2018, the Committee met to consider PR 22-893, the “Board of Trustees of the University of the District of Columbia Charlene Drew Jarvis Confirmation Resolution of 2018.” The meeting was called to order at \_\_\_\_\_ a.m., and PR 22-893 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 22-893 as introduced.
2. Written Testimony.
3. Nominee’s response to questions.
4. Legal Sufficiency Determination for PR 22-893.
5. Committee Print for PR 22-893.

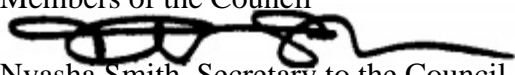


**COUNCIL OF THE DISTRICT OF COLUMBIA**  
**1350 Pennsylvania Avenue, N.W.**  
**Washington D.C. 20004**

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 Charlene Drew Jarvis Confirmation Resolution of 2018", PR22-0893

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. Charlene Drew Jarvis  
1789 Sycamore St., N.W.  
Washington, D.C. 20012  
(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

  
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 Dr. Charlene Drew Jarvis 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  
Charlene Drew Jarvis Confirmation Resolution of 2018".

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

Dr. Charlene Drew Jarvis  
1789 Sycamore Street, N.W.  
Washington, DC 20012  
(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), to serve 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.

10/17/2016 update

**B R I E F B I O G R A P H Y**  
**CHARLENE DREW JARVIS, PhD**

In her long and distinguished career, CHARLENE DREW JARVIS has held positions as a university president, legislator, and neuroscientist.

Dr. Jarvis held the position of President (1996-2009) of Southeastern University, a Washington, D.C. based institution founded by the YMCA in 1879.

When the University began to face serious enrollment and financial challenges, after 13 years at Southeastern, Dr. Jarvis orchestrated a unique merger of the University with the USDA Graduate School, an entity providing continuing education courses to thousands of federal government employees.

During her tenure at the university, Dr. Jarvis served as the two-year rotating chair of the Consortium of Universities, an association of highly- recognized universities based principally in the District of Columbia, with several members in Maryland and Virginia. The mission of the Consortium is to advocate for, and to convey, the importance of higher education to the economic, cultural, social and political life of the city.

Dr. Jarvis was elected six times to the Council of the District of Columbia (1979-2000). The Council combines the functions of a City Council and a State legislative body. She was named one of the most powerful women in Washington by "Washingtonian Magazine" (1989, 1994, and 2007) and "The Washington Business Journal" (1985).

As a representative of the Washington community during her tenure on the Council, Councilmember Jarvis travelled to Belgium, Israel, Africa, and Korea.

Councilmember Jarvis chaired the Committee on Housing and Economic Development

and/or the Committee on Economic Development from 1981-2000. Among her

accomplishments were laws or resolutions:

- Approving Industrial Revenue Bond (IRB) financing for almost every university of higher education in the District, and for major nonprofits such as the American Association for the Advancement of Science.
- Creating a public-private bank, The Economic Development Finance Corporation, to finance DC-based small businesses; and a National Capital Revitalization Corporation to help stimulate neighborhood commercial corridors
- Creating the District Office of Banking and Financial Institutions. Before the creation of this Office, all banks in the District of Columbia were federally-chartered. This legislation also required national banks

which sought to merge with DC-based federally-chartered banks to invest in neglected communities (under the authority of the Federal Glass-Steagall Act), addressing the problem of the “red-lining” of banks in those communities,

- **Creating a Housing Production Commission and currently-active Housing Production Trust Fund;**
- **Supporting, and helping to expand, women-owned and minority-owned businesses (MBEs)**
- **Building a new "state of the art" Walter Washington Convention Center and the MCI (now Verizon) Sports Arena;**
- **Helping to support commercial, retail and housing development through legislation creating Business Improvement Districts (BIDS) and tax increment financing (TIF).**

Additionally, among her varied initiatives, her leadership produced legislation that:

- **Required insurance companies to reimburse for mammograms used to screen for breast cancer;**
- **Created "The Family Medical Leave Act" ensuring job security for employees when ill or when caring for ailing family members;**
- **Permitted an easier mechanism for transplantation and tissue donation;**
- **Provided training in the social service arena to single mothers to help them move on from public assistance.**

Jarvis' educational background led to a career as a research scientist at the National Institute of Mental Health in Bethesda, Md. (1971-1978). She received a BS from Oberlin College (1962), an MS from Howard University (1964), and a PhD in Neuropsychology (1971) from the University of Maryland.

Her research involved anatomical, electrophysiological, and ablation studies of the brain of the primate visual system. The research with co-investigators appeared in scientific publications such as the *Annals of Neurology*; *Acta Neurology Scandinavia*; *Neuroscience Abstracts*; *Brain Research*, the *Journal of Neurophysiology*, and *Brain, Behavior and Evolution*.

Jarvis' legacy as the daughter of Dr. Charles R. Drew, the blood bank pioneer, has given her a special perspective as an advocate for science and health education. Dr. Jarvis served on the Board of, or as an Advisor to:

- **The National Institute of Mental Health**
- **The National Science Foundation**
- **The Howard University Cancer Research Center**
- **The Ronald Reagan Center for Emergency Medicine**

- **The Washington Chapter of the American Red Cross**
- **The Breast Cancer Task Force of the Department of Health & Human Services**
- **The Women's Health Initiative of the National Institutes of Health**
- **The National Museum of Health and Medicine**
- **The National Marrow Donor Program.**

**Charlene Drew Jarvis is regarded as one of the foremost coalition builders in the Washington region. Her analytical skills, intellectual rigor, willingness to ask the probing questions and pragmatic approach lead to the quick inventive solutions that have made her advisory contributions much in demand by major organizations and commissions, including:**

- **The Clinton/Gore and Mondale/Ferraro Presidential campaigns**
- **The National League of Cities,**
- **The African American Institute,**
- **The Pennsylvania Avenue Development Corporation,**
- **The Economic Development Finance Corporation**
- **The Private Industry Council**
- **Leadership Washington**
- **Metropolitan Washington Council of Governments (Chair)**
- **The D.C Chamber of Commerce (Chair)**
- **The Board of Trade (subcommittee Chair)**
- **The Federal City Council (Executive Committee)**
- **The National Association of Independent Colleges and Universities**
- **The Washington Convention and Tourism Corporation (Chair)**
- **BBandT Bank Board**
- **The Newseum Advisory Committee**
- **The Hillwood Museum**
- **The Community Foundation of Greater Washington**

- **The DC Education Compact**
- **The Washington Performing Arts Advisory Committee**

**Dr. Jarvis now serves on:**

- **The Board of at Oberlin College**
- **The Executive Committee of the Federal City Council**
- **The St. Elizabeth's East Campus Task Force;**
- **The KIPP Charter School Board as a Senior Advisor**
- **The Board of the Burke Independent School**
- **The Jarvis Company as Senior Advisor**

**Dr. Jarvis is the recipient of more than 100 awards for her efforts and her leadership, including honorary doctorates from Amherst College (her father's alma mater), George Washington University, Oberlin College (her alma mater), and a Distinguished Alumni Award from Howard University (also her alma mater).**

**Among many others, she has received awards from the Metropolitan Council of Governments, the DC Building Industry Association, and the Washington Convention Center Board (the Board also named the Board Room in her honor).**

**Her awards have also come from:**

- **medical groups nurses physical therapists psychiatrists**
- **women and minority business owners contractors trial lawyers**
- **non-profit organizations public housing tenant associations**
- **k-12 schools universities**
- **government agencies community development corporations**

**In October 2012, Dr. Jarvis received an award from: the Coalition of Housing Providers for her legislative initiative creating the Housing Production Trust Fund. Other recent awards came from The Local Initiatives Support Corporation (LISC) as a “community builder”; The D.C. Chamber of Commerce, Lifetime Achievement Award ; The Washington Chapter of the American Red Cross (2014); and, the Myrtiller Miner Award from the University of the District of Columbia (2016) for assistance to President Ronald Mason in his transition year in that role.**

**Charlene Drew Jarvis is the mother of Ernest Drew Jarvis (Debbi Lockhart Jarvis), and the late Peter David Jarvis, and grandmother of Ernest Drew Jarvis II (EJ) and Jacob Drew Jarvis.**

**Dr. Jarvis was divorced from her first husband, W. Ernest Jarvis, in 1980. In 2013, Dr. Jarvis and DeMaurice Moses, M.D., a childhood friend, were married. Charlene Drew Jarvis maintains the name by which she is known professionally.**





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

## Dr. Charlene Drew Jarvis



In her long and distinguished career, Dr. Charlene Drew Jarvis has held positions as a university president, legislator, and neuroscientist. Dr. Jarvis was elected six times to the Council of the District of Columbia (1979-2000). She was named one of the most powerful women in Washington by *Washingtonian Magazine* (1989, 1994, and 2007) and *The Washington Business Journal* (1985).

Dr. Jarvis held the position of President (1996-2009) of Southeastern University, a Washington, D.C.-based institution founded by the YMCA in 1879. After 13 years at Southeastern, when the University began to face serious enrollment and financial challenges, Dr. Jarvis facilitated a unique merger of the University with the USDA Graduate School, an entity providing continuing education courses to thousands of federal government employees.

During her tenure at the University, Dr. Jarvis served as the two-year rotating chair of the Consortium of Universities, an association of highly recognized universities based principally in the District of Columbia, with several members in Maryland and Virginia. The mission of the Consortium is to advocate for and convey the importance of higher education to the economic, cultural, social, and political life of the city.

Charlene Drew Jarvis is regarded as one of the foremost coalition builders in the Washington region. Her analytical skills, intellectual rigor, willingness to ask probing questions, and pragmatic approach have led to the quick, inventive solutions that have made her advisory contributions in high demand by major organizations and commissions.

Dr. Jarvis's educational background led to a career as a research scientist at the National Institute of Mental Health in Bethesda, Md. (1971-1978). Her research involved anatomical, electrophysiological, and ablation studies of the brain of the primate visual system. Her research with co-investigators appeared in scientific publications such as the *Annals of Neurology*, *Acta Neurology Scandinavia*, *Neuroscience Abstracts*, *Brain Research*, *the Journal of Neurophysiology*, and *Brain, Behavior and Evolution*.

A Ward 4 resident, Dr. Drew-Jarvis received her Bachelor of Science from Oberlin College, a Master of Science from Howard University, and a Doctor of Philosophy in Neuropsychology from the University of Maryland.



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 cursive script that reads 'Elizabeth A. Cavendish'. The signature is written in black ink and is positioned above a horizontal line.

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Elizabeth Cavendish

Responses from Charlene Drew Jarvis

Chairman Mendelson,

Below are the answers to questions posed by you for my re-nomination as Trustee to the UDC Board.. Many thanks for your continuing support of the University of the District of Columbia.

1-8 answered on my Financial Disclosure Form

9.

I have served on the Cross Sector Task Force of DCPS and Charters created by Mayor Bowser and chaired by the former Deputy Mayor for Education, Jennie Niles.

I now serve on Our Schools Leadership Committee, co-chaired by American University president, Sylvia Burwell. The committee was formed by Mayor Bowser to give the public an opportunity to make recommendations for the qualities of the next Chancellor and the priorities of the next Chancellor for the improvement of DCPS, with an emphasis on improving student outcomes.

10.

I am a Senior Advisor KIPP Charter School; a member of the board of Oberlin College; a member of the Development Committee of Burke Independent School, a member of the Education Committee of the Federal City Council

11)

I have no outstanding liabilities for taxes, fees, or other payments to the District, federal, or other state or local government's, either contested or uncontested.

12)

Neither I nor any member of my family has any interest, financial or otherwise, that may directly or indirectly pose a conflict of interest for me in performance of my duties as a member of the UDC Board of Trustees.

13)

I have made campaign contributions and contributions to constituent services funds to a number of sitting members of the Council and to candidates running for Council seats over the past five years. I have also made campaign contributions to the sitting Mayor.

14)

I am not registered with any local, state, or federal government to lobby.

15)

Nominated by the Chair of the Board of Trustees, Christopher Bell, to the chairmanship of the Audit, Budget and Finance Committee of the University of the District of Columbia I have been approved by the full board to take on this position.

I also serve on the Academic Affairs Committee and the Student Outcomes Committee of the board.

16a)

I see these as the top five priorities of the University as seen in the newly-reimagined Strategic Plan (attached):

1) to produce, by its effective administration and better student outcomes, an increase in public, governmental and donor support for UDC as the only public university in the city which serves District residents by enabling them to reach their highest level of human potential;

2) to increase enrollment of students at each door of entry, whether it be in the workforce program, the community college, the Flagship program, or the graduate school;

3) to increase the retention of students using the newly-created student success model which tracks every student at the time of entry, determining and giving the kind of academic, financial, mental health or other support throughout enrollment that assures year over year retention;

4) increase the graduation rate of students using the same student success model, particularly for first-time, full or part-time students, especially since the Department of Education publishes student outcomes on these particular statistics on websites seen by the public. This information fuels the perception of the public, the local and federal government, and donors about the University and directly affects enrollment and funding.

5) to execute the capital improvements plan to revitalize or renovate buildings, with an emphasis on HVAC improvements, as well as upgrades in technology for teaching and learning.

16b)

My vision for the University in the next five years is that it will have achieved the respect of the public, the government and donors, and has retained and graduated high-performing students who are sought after by graduate schools, non-profit and for profit employers, and will account for a rise in the middle class in the District of Columbia in all eight wards of the city.

The Community College will by then have created an academic path from its programs to the Flagship program and will graduate Community College students able to meet the academic requirements on the Van Ness campus.

17)

Like Georgia State University, Arizona State University and other institutions of higher education that enroll significant numbers of minority students, The University of the District of Columbia has embarked upon a student success model that is a high touch, strong support, technologically-enabled program that involves students, faculty, advisors and other students in making sure that students are tracked throughout their enrollment in order to ensure their retention and their ultimate graduation.

Such a model depends on the recently more-robust institutional research capacity that allows university administrators and faculty to make data-driven decisions that will improve the teaching, learning and advising functions that produce better student outcomes.

18)

Private fund-raising at UDC depends on several things:

- a) reputational improvements in administration and student outcomes;
- b) the strength and persuasiveness of the case statement that answers the question, " why give?"
- c) the match between the donors's core issues and the University's mission
- d) a robust alumni and private and foundation data base
- e) an increase in the budget to support the size and training of development staff
- f) better integration between the Foundation and the University

19)

President Mason has been successful in garnering the support of Mayor Bowser, Chairman Mendelson and the Council in increasing the operating as well as the capital improvement budget for the University. There is now a capital improvements approach which targets re-imagining and/or renovation on a building by building basis using a number of criteria that will determine where the greatest present need is. Both the COO and the head of real estate are talented professionals who are making recommendations to the president and the board in the sequencing of these improvements.

Please let me know if there are questions or comments on this submission. Thank you.

Charlene Drew Jarvis  
September 6 2018



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 22-893

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16 **IN THE COUNCIL OF THE DISTRICT OF COLUMBIA**

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21 To confirm the reappointment of Dr. Charlene Drew Jarvis to the Board of Trustees of the  
22 University 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 Charlene Drew Jarvis Confirmation Resolution of 2018”.

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

29  
30 Dr. Charlene Drew Jarvis  
31 1789 Sycamore Street, N.W.  
32 Washington, DC 20012  
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.