

**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: November 13, 2018

SUBJECT: Report on PR 22-1101, “Board of Trustees of the University of the District of Columbia Elaine Crider Confirmation Resolution of 2018”

The Committee of the Whole, to which Proposed Resolution 22-1101, “Board of Trustees of the University of the District of Columbia Elaine Crider 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 22-1101 is to confirm the reappointment of Dr. Elaine Crider as a member of the University of the District of Columbia Board of Trustees (Board). Dr. Crider is a Ward 8 resident. Dr. Crider was first appointed to the Board in January 2010. If confirmed, she will serve her second full five-year term, which expires on May 15, 2023.

Dr. Crider has a Bachelor of Science in Nursing from the University of Maryland, a Masters of Science in Health Administration from Central Michigan University, and a Doctorate in Health Science from NOVA Southeastern University. Currently Dr. Crider is the President of the Crider Group, which provides turn-key project management services that focus on program planning, policy, systems integration, program execution, logistics, and training. Through the Crider Group, Dr. Crider has consulted with multiple entities, including United Health Care, RTI, Inc. and the District Department of Health. In her consulting role at the Department of Health, Dr. Crider

worked to create and execute health policy, developed a strategic plan for the Department, coordinated a reduction in force, and facilitated with training programs.

In addition to Dr. Crider's duties with the Crider Group, she serves on several Boards of Directors, including the Board of Directors for Mental Health America, the Board of Directors of the Hillcrest Children's Center, and the Board of Directors of the AnBryce Foundation. She also serves as Treasurer on the Board of Directors for the United Planning Organization and Chair of the Board of Directors for Health Care Services for Children with Special Needs. Further, Dr. Crider has served as the secretary and chair of the UDC Board.

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,¹ the Washington Technical Institute, and Federal City College,² 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."³ In furtherance of this mission, a law school was added in 1996⁴ 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.⁵ Of the fifteen, eleven are appointed by the Mayor with the advice and consent of the Council, three are alumni from either the University or one of its predecessor institutions, and one is a full-time student elected by the UDC student body.⁶ Each trustee, except for the student trustee, serves for a five year term, and each non-student trustee may serve two consecutive full terms.⁷ 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 Crider⁸	PR 22-1101	Pending	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 ⁹	R. 22-621	October 16, 2018	May 15, 2023

¹ 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).

² D.C. Law 1-36 (effective Nov. 1, 1975).

³ *UDC Mission*, UNIV. OF THE DISTRICT OF COLUMBIA, <http://www.udc.edu/welcome/mission.htm> (last visited July 12, 2013).

⁴ See D.C. Law 11-152 (effective Aug. 1, 1996).

⁵ See D.C. Official Code § 38-1202.05 for a list of the duties of the UDC Trustees.

⁶ 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).

⁷ *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.*

⁸ Dr. Crider was first appointed to the Board on January 19, 2010, approved by R. 18-374.

⁹ General Schwartz was first appointed to the Board on July 12, 2011, approved by R. 19-147.

Anthony Tardd ¹⁰	R. 22-622	October 16, 2018	May 15, 2023
Joshua Wyner	R. 20-425	March 4, 2014	May 15, 2019
Charlene Drew Jarvis ¹¹	R. 22-624	October 16, 2018	May 15, 2023
Esther Barazzone	R. 21-706	December 20, 2016	May 15, 2019
Ken Grossinger	PR 22-1100	<i>Pending</i>	May 15, 2023
Carolyn Rudd	R. 22-623	October 16, 2018	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. Crider’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. 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.¹² For example, the University now offers scholarships and tuition assistance to students from D.C.’s public schools and public charter schools.

In addition to increasing the number of first-time full time students, UDC needs to focus on student retention. Unlike other universities in the District, UDC’s student population is older – the average age of a UDC student is 30 years old.¹³ 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, and transportation. 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 aid its students in tackling the issues that they face so that the students can continue to attend the University within the three and six year norms.

The Committee is pleased to see that growth in enrollment is starting to occur within the university system. However, this progress does not eliminate the need to continue to make

¹⁰ Dr. Tardd was first appointed to the Board on March 4, 2014, approved by R. 20-424.

¹¹ Dr. Jarvis was first appointed to the Board on December 20, 2016, approved by R. 21-705.

¹² See Letter from Ron Mason, President, University of the District of Columbia, to Phil Mendelson, Chairman, Council of the District of Columbia, at 8-11 (February 23, 2018) (on file with the Committee of the Whole).

¹³ UNIV. OF D.C., FACTBOOK – ACADEMIC YEAR 2016-2017 30 (2018), http://docs.udc.edu/irap/udc_factbook_ay_2016_2017.pdf. The average age of students at the flagship is 31 years old, at the community college is 28 years old, and at the law school is 32 years old. *Id.* This works out to the average age of students at the University being 30 years old overall.

enrollment, including student retention, a priority. This is an area in which the Committee is particularly interested.

When asked what steps the University should take to increase enrollment and retention, Dr. Crider noted that when the University had around 15,000 students attending, the University had the funds needed to run a strong University.¹⁴ However, when UDC saw a dramatic decrease in its funding, a sharp decline in enrollment followed, as UDC had to cut many programs in order to remain financially solvent.¹⁵ Currently, UDC is working to rebuild its program offerings and the facilities at the University. Dr. Crider noted that offering programs and coursework that are extensions of what are offered by District of Columbia Public Schools helps attract those students.¹⁶ Moreover, providing academically strong DC public high school students with financial assistance and scholarships also aids in attracting those students.¹⁷ Moving forward, UDC needs to showcase its students' outcomes, as many individuals do not know about UDC students' academic achievements.¹⁸ Raising this awareness will add in recruiting and enrolling students.

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.¹⁹ 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 renew the match opportunity 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 meeting the full match in fiscal year 2017 but given its efforts and the more stringent match requirements, the Council renewed the fundraising match opportunity 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 match,²⁰ as the University raised over \$3.4 million by the April 1, 2018 deadline that the Council had set for the University.

¹⁴ See PR 22-1101, *Board of Trustees of the University of the District of Columbia Elaine Crider Confirmation Resolution of 2018: Hearing before the Council of the District of Columbia Comm. of the Whole* (Oct.18, 2018) (oral testimony of Elaine Crider, nominee) [hereinafter Crider 10.18.18 Testimony].

¹⁵ *Id.*

¹⁶ *Id.*

¹⁷ *Id.*

¹⁸ *Id.*

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

²⁰ *University of the District of Columbia: Budget Hearing before the Council of the District of Columbia Committee of the Whole* (Mar. 28, 2018) (oral testimony of Ron Mason, President, University of the District of Columbia).

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 capacity 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 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. In order to increase fundraising, Dr. Crider believes that the Board has supported, and should continue to support, appropriate staffing for the University's Advancement office.²¹ Additionally, in order to raise funds for capital projects, Dr. Crider suggested exploring the availability and interest in naming a building after an individual or family that provides a donation to the University.²² Further, Dr. Crider noted that another option for fundraising would be to require UDC Board members to raise a certain amount of money on behalf of the University.²³

When the Committee took over oversight of the University in 2013, it was facing numerous struggles. Over the past five years, UDC has worked to overcome the issues it faced, and the Committee has been pleased with the University's progress. Dr. Crider has played a crucial role in UDC's progress, particularly during her time as chair of the Board, and because of her leadership, the University is on a much stronger path forward. Given this, along with her dedication and commitment to the University, the Committee recommends confirmation of Dr. Crider for reappointment to the UDC Board of Trustees.

II. LEGISLATIVE CHRONOLOGY

June 5, 2018	PR 22-889, "Board of Trustees of the University of the District of Columbia Elaine Crider 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 22-889 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 22-889 is published in the <i>District of Columbia Register</i> .

²¹ Letter from Elaine Crider, to Phil Mendelson, Chairman, Council of the District of Columbia, at 4 (Nov. 2, 2018) (attached to this report).

²² Crider 10.18.18 Testimony, *supra* note 14.

²³ *Id.*

- July 6, 2018 Notice of a Public Hearing on PR 22-889 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 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.
- October 22, 2018 PR 22-889 is withdrawn by the Mayor
- October 26, 2018 PR 22-1101, the Board of Trustees of the University of the District of Columbia Elaine Crider Confirmation Resolution of 2018,” is introduced by Chairman Mendelson, at the request of the Mayor.
- November 2, 2018 Abbreviated Notice of Intent to Act on PR 22-1101 is published in the *Register*.
- November 13, 2018 PR 22-1101 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.
- November 13, 2018 The Committee of the Whole marks-up PR 22-1101.

III. POSITION OF THE EXECUTIVE

Dr. Crider 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 22-889 on September 25, 2018. This hearing was recessed and reconvened on October 18, 2018. The testimony summarized below

is from the reconvened hearing on October 18, 2018. Copies of written testimony are attached to this report.

Dr. Elaine Crider, nominee, testified about her willingness to continue to serve on the Board of Trustees, highlighted her background, and discussed her role in helping the Board and University to become stronger over the past several years.

The Committee received no testimony or comments in opposition to PRs 22-889 or 22-1101. 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.²⁴ 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.²⁵

VII. FISCAL IMPACT

PR 22-1101 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.”²⁶ 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 22-1101.
<u>Section 2</u>	Confirms the reappointment of Dr. Elaine Crider to the UDC Board of Trustees for a term that expires on May 15, 2023.

²⁴ See D.C. OFFICIAL CODE § 1-523.01(e) (Supp. 2013).

²⁵ *Id.* The 90 day period of review for PR 22-1101 expires on February 18, 2019. PR 22-889, which was introduced on June 5, 2018, would have deemed disapproved on November 12, 2018. Because the Council did not want Dr. Crider’s nomination to deem disapproved before the Council would have a chance to vote on PR 22-889 at its regularly scheduled legislative meeting on November 13, 2018, the Mayor withdrew PR 22-889 on October 22, 2018 and re-introduced Dr. Crider’s nomination on October 26, 2018. This re-introduction is PR 22-1101.

²⁶ *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 22-1101 should take effect immediately.

IX. COMMITTEE ACTION

On November 13, 2018, the Committee met to consider PR 22-1101, the “Board of Trustees of the University of the District of Columbia Elaine Crider Confirmation Resolution of 2018.” The meeting was called to order at _____ a.m., and PR 22-1101 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 22-1101 as introduced.
2. Written Testimony.
3. Nominee’s response to questions.
4. Legal Sufficiency Determination for PR 22-1101.
5. Committee Print for PR 22-1101.

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 : October 29, 2018

Subject : Referral of Proposed Legislation

Notice is given that the attached proposed legislation was introduced in the Office of the Secretary on Friday, October 26, 2018. Copies are available in Room 10, the Legislative Services Division.

TITLE: "Board of Trustees of the University of the District of Columbia Elaine Crider Confirmation Resolution of 2018", PR22-1101

INTRODUCED BY: Chairman Mendelson at the request of the Mayor

The Chairman is referring this legislation to the Committee of the Whole.

Attachment

cc: General Counsel
Budget Director
Legislative Services



2018 OCT 26 11:10:48
OFFICE OF THE
SECRETARY

MURIEL BOWSER

MAYOR

OCT 26 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. Elaine Crider
501 Trenton Street S.E.
Washington, D.C. 20032
(Ward 8)

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.

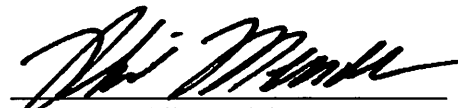
Enclosed you will find biographical information detailing the experience of the above-mentioned nominee, together with proposed resolution to assist the Council during the confirmation process.

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 that reads "Muriel Bowser".

Muriel Bowser


Chairman Phil Mendelson
at the request of the Mayor

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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. Elaine Crider 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
Elaine Crider Confirmation Resolution of 2018”.

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

Dr. Elaine Crider
501 Trenton Street S.E.
Washington, DC 20032
(Ward 8)

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.

ELAINE ANTIONETTE CRIDER

SUMMARY

An entrepreneurial, innovative and visionary executive level leader experienced in leading complex programs and organizations. Highly skilled executive with over twenty years of demonstrated success in developing, leading, managing and growing complex programs in health and human services. Results focused with the ability to quickly ascertain needs, envision new program concepts, execute strategies, and solve the toughest problems. Excellent communication and interpersonal skills serve as the foundation to effectively negotiate, collaborate, network, and maintain positive partnerships with key organizational constituencies. Very effective in start-up and turnaround assignments.

PROFESSIONAL EXPERIENCE

President , The Crider Group
501 Trenton St. S.E.
Washington, D.C.

1992—Present

The Crider Group provides turn-key project management services including program definition, program planning, policy, acquisition management, systems integration, configuration management, program execution, information technology, logistics, special event planning, and training. Developed the Crider Group into a management company with average annual revenues of \$2-\$3 million. Key engagements include:

1. District of Columbia—Department of Health Care Finance—Contracted as Subject Matter Expert on the Affordable Care Act, to assist DHCF in implementing the ACA requirements for the District.
 - Developed comprehensive summary of the requirements of the ACA concentrating on those requirements impacting the District of Columbia
 - Developed implementation timeline of ACA requirements (comprehensive) and detailed work plan for implementation of ACA requirements specific to District of Columbia efforts
 - Facilitated Health Reform Workgroup and maintained Health Reform Workplan
 - Assessed the District's readiness to implement requirements of the ACA and provided the technical assistance required to conduct the analysis and assessment of Exchange components required to successfully develop and implement the District's Health Insurance Exchange (Exchange)
 - Researched and monitored the activities of States to identify best practices and lessons learned during development and implementation of ACA requirements
 - Developed and implemented Strategic Communications Plan
 - Developed and provided educational sessions for DHCF staff on issues related to ACA

- Coordinated activities within the DHCF and other government agencies
2. United Health Care—subcontracted to assist with compliance, stakeholder engagement, program development, RFP development, Project Management, and business development
 - Created outreach project to identify out of compliance members and get them into medical care. Ultimately improved HEDIS scores because of increased compliance of members with medical care
 - Authored RFP response that resulted in \$ 600 million win for a managed care contract; continued work with United includes working on state issued solicitations for managed care programs across the United States.
 - Developed a comprehensive MBEWBE contracting program including vendor engagement, monitoring of MBEWBE spend totals and developing MBEWBE newsletter
 - Facilitated quarterly meeting and led work plan updates to assure contract compliance with Medicaid contract requirements
 - Collaborated and facilitated activities between physical and behavioral health companies on shared contracting opportunities
 - Participated in implementation projects
 - Served as project manager on select project
 3. RTI, Inc.—subcontractor on the Healthy Marriage Initiative
 - Co-facilitated 9 focus groups
 - Interviewed 80 people in 6 states
 - Conducted on site assessment in 6 states
 - Identified strengths and weaknesses in each program
 - Developed detailed report based on interviews, focus groups, and on site assessment
 4. Harley Business Group—subcontractor for Department of Transportation evaluation
 - Conducted operational assessment of the Department of Transportation’s procurement division
 - Identified major program strengths and weaknesses including inconsistent procedures and security breaches
 - Made recommendations for improving procurement processes including IT changes needed, personnel changes needed and revisions to policies and operational procedures
 - Developed and presented final report to DOT leadership
 5. Birch and Davis Company—subcontractor to Birch and Davis corporation for assessment of the CDC’s Division of Diabetes Translation. Work included:

- Assisted Birch and Davis in a project with the Centers for Disease Control to develop a strategic plan for the State Diabetes Control Programs
 - Analyze state practices in diabetes care through assessment and site visits
 - Developed a manual/tool kit for innovative practices,
 - Wrote a history of the Division of Diabetes Translation from its inception through its 50th anniversary
6. District of Columbia Department of Health—Special Assistant to the Chief Health Officer
- Assisted in the identification of need and the development and implementation of health policy
 - Assisted in setting targets for health outcome targets for the District of Columbia
 - Conducted organizational and operational assessments of the Department of Health
 - Developed strategic plan
 - Lead privatization of public hospital into a public/private partnership offering the full continuum of health services either directly or through negotiated contracts
 - Coordinated reduction in force with DC Office of Personnel
 - Negotiated terms for separation, transfer etc., with union officials during closure of hospital
- Developed grant applications and white papers as needed
 - Developed and facilitated training programs
7. City of Richmond—Department of Social Services
- Served as principal facilitator of Mayoral appointed Health Care Commission
 - Researched and documented best practices in health reform
 - Identified strategies to decrease uninsured across the City of Richmond
 - Coordinated the work of 4 workgroups
 - Developed periodic reports and the authored the final report capturing the work and the final recommendations to the Mayor
 - Conducted focus groups and administered surveys to capture the input from consumers, providers and legislators.

***Director, Bureau of Special Medical Assistance Programs
Harrisburg, Pennsylvania***

1986–1992

Dr. Crider was appointed and confirmed by the General Assembly to serve in this senior level position responsible for managed care programs throughout the Commonwealth. Key accomplishments included:

- Leading a staff of 250 people with 6 direct reports
- Managing a budget of more than \$ 750 million.
- Oversaw a major department reorganization and staff expansion;

- Planned and implemented new initiatives including one targeting special needs children and another targeting individuals with addiction concerns;
- Managed a major information system migration;
- Managed a contractor bankruptcy including transitioning from one contractor to another.

EDUCATIONAL PREPARATION

NOVA Southeastern University Doctor of Health Science

Central Michigan University MS in Health Administration

University of Maryland Bachelor of Science in Nursing

AFFILIATIONS

Board of Directors (Secretary), University of the District of Columbia	03/2010--Present
Board of Directors Mental Health America (3/year)	6/2009--Present
Board of Directors (Treasurer) United Planning Organization (6/year)	6/2008--Present
Board of Directors Health Care Services for Children Children with Special Needs (3/year)	2/08—Present (Chair)
Board of Directors Hillcrest Children's Center	03/2006—present
Board of Directors AnBryce Foundation (2/year)	04/2003—Present



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

Dr. Elaine Crider



Dr. Elaine A. Crider is the President and Founder of The Crider Group consulting company and a current member of the Board of Trustees of the University of the District of Columbia.

Through her work with The Crider Group, Dr. Crider has made numerous positive impacts on organizational development, short- and long-term strategic planning, project management, mergers and acquisitions, and business startups for many prestigious clients, including government agencies, hospitals, and private health care companies.

Dr. Crider has held numerous high-visibility and influential positions. From 2001 through 2002, she served as an Associate Professor with Southeastern University in Washington, DC where she lectured graduate- and undergraduate-level courses on critical issues surrounding public and healthcare administration. In this role, Dr. Crider was able to apply her extensive expertise to recommend innovative curriculum enhancements to ensure the program remained cutting-edge.

Dr. Crider began her distinguished career in clinical nursing in the Washington, DC area, where she solidified her clinical expertise and built a lifelong commitment to improving the quality of health care to urban populations living in poverty. She also developed significant expertise in healthcare policy development and execution.

A Ward 8 resident, Dr. Crider has a Doctor of Health Science from NOVA Southeastern University, a Master of Science in of Health Administration from Central Michigan University, and a Bachelor of Science in Nursing 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.

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

1 **COMMITTEE PRINT - DRAFT**

2 **Committee of the Whole**

3 November 13, 2018

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10 **A PROPOSED RESOLUTION**

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13 22-1101

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

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18 _____

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21 To confirm the reappointment of Dr. Elaine Crider 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 Elaine Crider Confirmation Resolution of 2018”.

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

29
30 **Dr. Elaine Crider**
31 **501 Trenton Street S.E.**
32 **Washington, DC 20032**
33 **(Ward 8)**

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.