

**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: January 21, 2020

SUBJECT: Report on PR 23-567, “Board of Trustees of the University of the District of Columbia Dr. Esther Barazzone Confirmation Resolution of 2020”

The Committee of the Whole, to which Proposed Resolution 23-567, the “Board of Trustees of the University of the District of Columbia Dr. Esther Barazzone Confirmation Resolution of 2020” was referred, reports favorably thereon, and recommends approval by the Council.

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I. BACKGROUND AND NEED

The purpose of Proposed Resolution 23-567 is to confirm the reappointment of Dr. Esther Barazzone as a member of the University of the District of Columbia Board of Trustees (Board). Dr. Barazzone is currently a Ward 3 resident and has served on the Board since December 20, 2016. If confirmed, Dr. Barazzone would serve for another five-year term to end on May 15, 2024.

Dr. Barazzone holds a Bachelor of Arts degree in philosophy and history from New College in Sarasota, Florida and a Master of Arts and doctorate degrees from Columbia University. For the past 24 years, Dr. Barazzone served as President of Chatham University, retiring from that position in July 2016. During Dr. Barazzone’s tenure at Chatham, she quadrupled Chatham’s enrollment, increased the endowment by almost 300%, and raised approximately \$150 million for the institution. Dr. Barazzone also sat on the board of Chatham as a full voting member and vastly increased Chatham’s landholdings.

In addition to serving as President of Chatham University, Dr. Barazzone has received numerous awards, served on multiple boards, and participated in an extensive number of organizations. Of particular relevance is her involvement with Middle States Association of Schools and Colleges (Middle States), where she has served as an accreditation reviewer, and also was an accreditation team chair in 1999 and 2014. As Middle States is the accreditation body for UDC, the Committee believes Dr. Barazzone’s knowledge of Middle States will be a valuable resource to the University and will allow her to aid UDC in ensuring that it continues to meet Middle States accreditation criteria.

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 (Board), which is to be comprised of fifteen members.⁵ 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.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 Crider	R. 22-634	November 13, 2018	May 15, 2023
Errol Schwartz	R. 22-621	October 16, 2018	May 15, 2023
Anthony Tardd	R. 22-622	October 16, 2018	May 15, 2023
Charlene Drew Jarvis	R. 22-624	October 16, 2018	May 15, 2023
Esther Barazzone⁸	PR 23-567	Pending	May 15, 2024

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. Barazzone was first appointed to the Board on December 20, 2016, approved by R. 21-706.

Ken Grossinger	R. 22-635	November 13, 2018	May 15, 2023
Carolyn Rudd	R. 22-623	October 16, 2018	May 15, 2023
Jerome Shelton	PR 23-568	<i>Pending</i>	May 15, 2024
Vacant			
Vacant			

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
Joella Roberts	Student	May 15, 2019	May 15, 2020
Vacant			
Vacant			

The University has made great strides over the last four years, but more needs to be done. Moving forward, and during Dr. Barazzone’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. 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.⁹ 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.¹⁰ 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 enrollment, including student retention, a priority. This is an area in which the Committee is particularly interested.

⁹ 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).

¹⁰ 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.

During Dr. Barazzone's tenure on the Board, she has been very involved in aiding the University and the Board in determining what steps it should take to improve academic achievement and student outcomes. Currently, Dr. Barazzone serves as the Secretary of the Board and sits on the Executive and Academic Affairs committees, as well as a special task force focused specifically on student outcomes and achievements. When asked about retention at her January 9, 2020 confirmation hearing, Dr. Barazzone noted that maintaining affordability is key, as one of the main reasons students leave the University is because they cannot continue to pay tuition when they have multiple financial responsibilities. With regard to improving overall enrollment at the University, Dr. Barazzone stated that the University needed to continue to evaluate what courses and degrees it offers, for she learned in her prior role as President of Chatham University that offerings drive enrollment. Additionally, Dr. Barazzone commented that UDC needs to increase the number of stacked credentials – programs that offer certificates and/or degrees all way from UDC's Division of Workforce and Lifelong Learning (WDLL) up through a graduate degree – as she believes those types of offerings will not only increase enrollment but also aid in encouraging students who may have start in UDC's WDLL or Community College courses to remain at the University and pursue a Bachelor's or graduate degree.

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.¹¹ 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 years 2018 - 2020, the University also received a dollar, up to a maximum amount of \$1.5 million, for every two dollars that UDC raised. UDC met the matches in 2018 and 2019 and are working towards matching it in fiscal year 2020.¹²

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

¹¹ See Title X, Sec. 10002 of D.C. Law 20-61, the Fiscal Year 2014 Budget Support Act of 2013.

¹² See *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). The University raised over \$3.4 million by the April 1, 2018 deadline that the Council had set for the University. **Add additional citations.**

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. Barazzone indicated that the financial cuts the Control Board made to the University's budget in 1996 were devastating and in order to rebound after such cuts, more individuals need to be dedicated to fundraising, as it is very hard to rebuild a fundraising program with only one or two individuals.¹³ Additionally, Dr. Barazzone stated that a more concerted reputation building and outreach effort are needed.¹⁴

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 at her confirmation roundtable if the UDC Board should play a role in private fundraising, Dr. Barazzone indicated that she believes it is an obligation of a trustee to not only aid UDC in fundraising but also to contribute financially to the University. The Committee agrees with Dr. Barazzone's sentiment. Specifically, the Committee believes that a valuable trustee bring at least one, if not both, of the following criteria: the ability to fundraise and experience in higher education. Dr. Barazzone satisfies both of these criteria.

Dr. Barazzone's previous experience and dedication to the Board thus far is impressive. Through her testimony at her confirmation hearing, as well as her responses to pre-roundtable questions, the Committee believes that Dr. Barazzone has demonstrated that she understands both the successes and challenges of UDC and that she is fully committed to ensuring that the University succeeds. The Committee recommends confirmation of Dr. Barazzone for reappointment to the UDC Board of Trustees.

II. LEGISLATIVE CHRONOLOGY

November 20, 2019 PR 23-567, "Board of Trustees of the University of the District of Columbia Dr. Esther Barazzone Confirmation Resolution of 2020," is introduced by Chairman Mendelson, at the request of the Mayor. The resolution is deemed disapproved on March 11, 2020.

November 29, 2019 Notice of Intent to Act on PR 23-567 is published in the *District of Columbia Register*.

¹³ Dr. Barazzone's 1.6.2020 Response to Pre-Hearing Questions.

¹⁴ *Id.*

- December 3, 2019 PR 23-567 is “read” at a legislative meeting; on this date the referral of the PR to the Committee of the Whole is official.
- December 6, 2019 Notice of a Public Hearing on PR 23-567 is published in the *District of Columbia Register*.
- January 9, 2020 The Committee of the Whole holds a public hearing on PR 23-567.
- January 21, 2020 The Committee of the Whole marks-up PR 23-567.

III. POSITION OF THE EXECUTIVE

Dr. Barazzone 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 23-567 on January 9, 2020. The testimony summarized below is from that hearing. Copies of written testimony are attached to this report.

Esther Barazzone, Nominee, testified about her continued willingness to serve on the Board of Trustees, highlighted her extensive background in postsecondary education and contributions she has made to the Board since her initial appointment in December 2016, and commented on various challenges facing the University, including enrollment, private fundraising, and capital improvement needs.

The Committee received no testimony or comments in opposition to PR 23-567.

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.¹⁵ 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.¹⁶

VII. FISCAL IMPACT

PR 23-567 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.”¹⁷ 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 23-567.
<u>Section 2</u>	Confirms the appointment of Dr. Esther Barazzone to the UDC Board of Trustees for a term that expires on May 15, 2024.
<u>Section 3</u>	Directs the Council to transmit a copy of the resolution, upon its adoption, to the nominee, the University of the District of Columbia Board of Trustees, and to the Office of the Mayor.
<u>Section 4</u>	Provides that PR 23-567 should take effect immediately.

IX. COMMITTEE ACTION

X. ATTACHMENTS

1. PR 23-567 as introduced.
2. Written Testimony.
3. Nominee’s response to questions.
4. Legal Sufficiency Determination for PR 23-567.

¹⁵ See D.C. OFFICIAL CODE § 1-523.01(e) (Supp. 2013).

¹⁶ *Id.* The 90 day period of review for PR 23-567 expires on March 11, 2020.

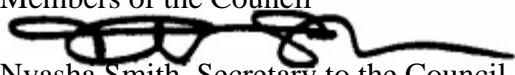
¹⁷ *Id.* § 38-1202.04.

5. Committee Print for PR 23-567.

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 : November 25, 2019

Subject : Referral of Proposed Legislation

Notice is given that the attached proposed legislation was introduced in the Office of the Secretary on Wednesday, November 20, 2019. Copies are available in Room 10, the Legislative Services Division.

TITLE: "Board of Trustees of the University of the District of Columbia Dr. Esther Barazzone Confirmation Resolution of 2019", PR23-0567

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 Wednesday, March 11, 2020 without Council action.

Attachment

cc: General Counsel
Budget Director
Legislative Services



2019 NOV 20 PM 3:15
OFFICE OF THE
SECRETARY

MURIEL BOWSER
MAYOR

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:

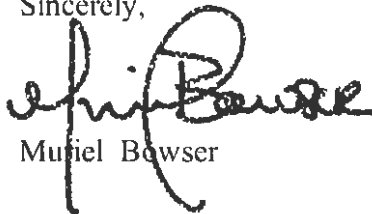
Dr. Esther Barazzone
[REDACTED] Albemarle Street NW
Washington, D.C. 20008
(Ward 3)

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, 2024.

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,


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. Esther Barazzone 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
Dr. Esther Barazzone Confirmation Resolution of 2019".

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

Dr. Esther Barazzone
██████████ Albemarle Street NW
Washington, DC 20008
(Ward 3)

as a member of the Board of Trustees of the University of the District of Columbia, pursuant to
section 201 of the District of Columbia Public Postsecondary Education Act, approved October
26, 1974 (88 Stat. 1424; D.C. Official Code § 38-1202.01), for a term to end May 15, 2024.

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.

Esther L. Barazzone, Ph.D.

Professional skills profile: proven executive with strong leadership, strategic, management and fundraising skills, marked by commitment to educational innovation and access, gender equity and global perspectives. Experienced in higher education, civic leadership, state wide and national professional organizations.

EDUCATION

- **Columbia University, New York, New York**, Ph.D., 1982, M.A. 1969, European Intellectual History (Fellow of the Faculty, NDEA IV Fellow 1968 – 1972)
- **University of Madrid, Spain**, Studies in Spanish History, 1967-1968 (Fulbright student)
- **New College, Sarasota, Florida**, B.A., 1967, Philosophy and History, (Charter Scholar)

ADDITIONAL STUDIES

- **Harvard University**, Institute for Educational Management (IEM), 1991
- **Wharton School, University of Pennsylvania**, Certificate in Business Administration, 1981

HONORS AND AWARDS

- “Esther L Barazzone Center”, building named by Chatham Board of Trustees, 2016
- Rachel Carson Award, Chatham University, Commencement 2016
- “Esther L. Barazzone Day” in City of Pittsburgh, and Allegheny County, April 26, 2016
- Women of Distinction Award for Regional Vitality, Crohn’s and Colitis Foundation of America, 2016
- Lifetime Achievement Award, and “Most Admired CEO’s”, Pittsburgh Business Times, 2016
- Association of Governing Boards John Nason Award to Board and president for “exemplary institutional governance and courage, especially in challenging times”, 2016
- The National Diversity Council’s Most Powerful and Influential Women Award, 2015
- PNC Legacy Project’s Women of Legacy Award, 2015
- Women and Girls Foundation Award, Celebrating Women: Having a Global Impact, 2013
- Women of Achievement Award, Celebrate & Share - Cribs for Kids, 2013
- Pittsburgh Business Times Diamond Award, 2012
- Diversity Recognition Award, Turkish Cultural Center, 2011
- History Maker: in Education, John Heinz History Center, 2006
- Italian American Person of the Year, 2005
- Gandhi, King, Ikeda Award for Outstanding Leadership for Peace and Humanitarianism, from Morehouse College, 2004
- Distinguished Daughter of Pennsylvania, 2001
- University Medal, from Fatima Jinnah Women’s University, Rawalpindi, Pakistan, 2001
- Honorary Doctorate, Seoul Women’s University, Seoul, Korea, February, 2000
- Athena Award Finalist, 1998 and 1999
- Honorary Doctorate of Humane Letters, Doshisha Women’s College, Kyoto Japan, 1999
- Susan B. Anthony Leadership Award, Women’s Leadership Assembly, 1999
- Vectors Pittsburgh Person of the Year in Education, 1999
- YWCA Leadership Award in Education, 1996
- Listed in many *Who’s Who* editions, including *Who’s Who in America*

CURRENT POSITION

President Emerita and Professor Emerita of History, on Sabbatical ‘16/’17

President: Chatham University, Pittsburgh, Pennsylvania, January, 1992 - July, 2016

- Significant institutional renewal and expansion has occurred since 1992 in what is regarded as a model of successful "turn around" leadership. Chatham has quadrupled its enrollment grown (600 to 2300) ; almost tripled its endowment (\$85 million in '16); became a university with predominantly graduate enrollment in programs begun in '94; ended operational deficits and increased budgets from \$11 M to \$50+ M); grown from 32 acres to 450 acres and three campuses including the world's first sustainable energy positive campus; along with many recognitions as an "institution of distinction" (AAC&U), and for innovation (Andrew Heiskell Award for Internationalization).
- Fundraising, publications and public relations have earned three national gold medals; more than \$150 million raised by '16
- Accreditors' Comments (2007): "Charham has moved with confidence and daring, choosing the well-considered risks of bold action over the diminishing returns of playing it safe."; "A place of strong intellectual values joined with an impulse for innovation."
- Institution successfully became coeducational in fall of '16 with doubled first year class.

Publications about my leadership and Chatham University's recent history:

- **"Embracing Disruption"**, Bill Campbell, Council for Advancement and Support of Education (CASE), *Currents*, May/June 2016, pp. 43-47
- **"Awarding Exceptional Board Service"**, Association of Governing Boards *Trusteeship*, March/April 2016, <http://agb.org/trusteeship/2016/marchapril/awarding-exceptional-board-service>
- Panas, Jerold. **The First 120 Days, What a New College President Must Do To Succeed**, , January 2009. References first year as President
- **"Remaining the Province of Women"**, *The Chronicle of Higher Education*, Volume 49, Issue 47, August 2003, p A28
- **"Back from the Brink: Combining tradition and innovations in a quest for revitalization"**, *Presidential Essays: Success Stories*, USA Group Foundation New Agenda Series™, Vol. 2, No. 2, March 2000, pp. 21-30
- ***The Small College Guide to Financial Health: Beating the Odds***, Michael Townsley, NACUBO, 2002, pp. 187-189
- **"Five Boards that Lit a Spark"**, Association of Governing Boards *Trusteeship*, January/February 2001, pp. 29-32

PREVIOUS WORK EXPERIENCE

- **Vice President of Academic Affairs and Dean:** Philadelphia University (formerly Philadelphia College of Textiles and Science), Philadelphia, Pennsylvania, 1987-1992
- **Associate Provost and Director, Corporate and Foundation Relations:** Swarthmore College, Swarthmore, Pennsylvania, 1983-1987
- **Associate Director of Corporate and Foundation Relations:** University of Pennsylvania, Philadelphia, Pennsylvania, 1982-1983
- **Faculty Member in Modern European Intellectual History:** Hamilton and Kirkland Colleges, Clinton, New York, 1974-1981 (Acting and Tenure track appointments. Did not stand for tenure.)
- **Director of Study Abroad Programs in England and Mexico:** Experiment in International Living, Brattleboro, Vermont, 1973-1974

SELECTED PROFESSIONAL ACTIVITIES

- **Association for the Advancement of Sustainability in Higher Education (AASHE),** Steering Committee, 2016
- **Second Nature,** Climate Leadership Network, Steering Committee, 2016
- **Middle States Association of Schools and Colleges,** reviewer; Accreditation Team Chair, 2014 and 1999
- **Presidents' Climate Commitment,** Steering Committee, 2007 to present

- **Project Pericles**, Executive Committee, 2005 to present
- **Council for International Exchange of Scholars (CIES)**, Board Member 2003 to 2010 (National Board)
- **Pittsburgh Council on Higher Education (PCHE)**, Chair, 1998-2000; member, 2001 to present
- **Council of Independent Colleges (CIC)**, Board Member, 1995 to 2000; 2002-2005 (National Board)
- **National Collegiate Athletic Association (NCAA)**, Nat'l Div. III, Panel of Presidents, 2002 (National Board)
- **New College of the University of South Florida**, Sarasota, Florida, Foundation Board Member, 1994 to 2005
- **Association of Independent Colleges and Universities in Pennsylvania (AICUP)**, 1994 to present; State Chair, 2001
- **American Council on Education (ACE)**, 2010 to 2013, International Education Leadership Network, 2000
- **Commission on Leadership Development**, 1992-1995
- **Women's College Coalition**, Board and Executive Committee, 1994-1998 (National Board)
- **Public Leadership Education Network (PLEN)**, 1994 to present; Board Chair, 1995-1997 (National Board)

DIRECTORSHIPS AND COMMUNITY ACTIVITIES

- **Claude Worthington Benedum Foundation**, Board of Trustees; Elected Emerita member, 2016
- **University of Pittsburgh Medical Center** : Board of Trustees, 1998 to 2015; Executive Committee, 1999 to 2015; Co-Chair, Committee on Community Health, 2000 to 2010, Executive Compensation Committee, 2006 to 2015
- **Dollar Bank**, Board of Directors, 1996 to present; Audit and Compliance Committee, 2008 to present, Executive Committee, 1998 to 2007
- **Allegheny Conference on Community Development**, Board Member, 1999 to present; Executive Committee, 2004; Chair, 2009 (Task Force on Young People; Education Goals Committee)
- **Regional Industrial Development Corporation of Southwestern Pennsylvania (RIDC)**, Board Member, 2000 to 2004
- **Education Policy and Issues Center**, Board Member, 2001 to 2003
- **Deloitte Touche Advisory Board**, Initiative for the Advancement of Women, 1995 to 2000

OTHER SELECTED COMMUNITY LEADERSHIP ACTIVITIES

- **International Women's Forum**, Founding Pittsburgh Chapter Member, 1996 to present
- **The Carnegie**, Museum of Natural History, Board Member, 1996 to 2003, 2012 to present and Chair of the Nominating Committee 2016; Board of Trustees, 1993-96; Search Committee for Exec. Dir., 1996-97; Chair of Scientific Planning Team of the Strategic Planning Committee, 1998-1999
- **Intergovernmental Cooperation Agency**, a 5-member board state agency for oversight of City of Pittsburgh's budget acceptability and for the distribution of gambling moneys to the City's budget, 2016
- **ALCOSAN, Institute of Politics**, Task Force to review and recommend on governance of public water facilities in multi county region of Pittsburgh, Committee Co-Chair, 2013 to 2014
- **Women for a Healthy Environment**, Leadership Committee, 2007 to present
- **Pittsburgh Citizens' Task Force on Gambling**, 2005
- **Mayor's Task Force on Pittsburgh Public Education**, 2002 to 2003
- **World Affairs Council**, Board of Trustees, 1994-2000; 2001 to 2014
- **Historical Society of Western Pennsylvania**, Board of Trustees, 1993 to 2011; Presidential Search Committee, 1997-1998
- **Pittsburgh History & Landmarks Foundation**, Board of Trustees, 1993 to 2014
- **Duquesne Club**, Member, Board of Directors, 2001 to 2004
- **Pittsburgh Symphony**, Advisory Board, 1994 to 2004

SELECTED PRESENTATIONS

- **“Forging the Future: Emerging Approaches for Independent Higher Education”**, Keynote Panel, CIC Presidents Institute, Miami Beach, Florida, January 5, 2016, presentation by group of presidents viewed as leading exemplary transformative institutional change
- **“Using Trustees More Effectively in Fundraising”**, Panelist, CIC Presidents Institute, San Diego, California, January 7, 2015
- **National Cancer Prevention Day**, Panelist, The Next Generation Choices Foundation Board of Directors, Washington, DC, February 4, 2014
- **“Renewable Energy and Eden Hall Campus”**, Alternative Energy Panelist, Energy and Water 2013, American Middle East Institute Renewable Energy, Pittsburgh, PA, October 29, 2013
- **“Engaging Universities in Co-Creation for Urban Sustainability”**, International Sustainable Campus Network Conference, National University of Singapore, Singapore, June 18-20, 2013
- **“Integrating Sustainability Across Sites and Programs: Creating a New Campus”**, presenter, Society for College and University Planning (SCUP), Strategic Identity + Creation, Aurora Higher Education Center, Denver, Colorado, March 24-27, 2013
- **“Recent Developments in Online Education: Staying Ahead of the Curve”**, Panelist, CIC President’s Institute, Palm Harbor, Florida, January 6, 2013
- **Vision Shared Certified Success: Competing in Today’s Economy Workforce Summit**, Keynote Address, Wheeling, West Virginia, September 29, 2011
- **50th Founding Anniversary Keynote**, New College, February 11, 2011
- **2010 Rachel Carson Legacy Award and Symposium on Biodiversity with E. O. Wilson**, May 27, 2010
- **“The Changing Landscape of Higher Education in the United States”**, Keynote Speaker, 28th Conference of Fulbright Executive Directors and State Department Representatives from Europe; Berlin, Germany, May 11, 2010
- **“Power of Women”**, New College Foundation, February 10, 2008
- **“Challenges, Passion and Success: Celebrating Women as Community Builders”**, Keynote Speaker, Pittsburgh Dialogue Foundation, Pittsburgh, PA, March 9, 2008
- **“The Power of Women in Education”**, Keynote Speaker, New College, Sarasota, FL, February 12, 2008
- **“Choices-What Can Stephens Be?”**, Stephens College Board Retreat, Columbia, MO, February 2-3, 2008
- **“Internationalizing Your Campus: Using the Fulbright Scholar Program to Lead the Way”**, CIC Presidents Institute, Marco Island, FL, January 5, 2008
- **“Power of Connections”**, United Parcel Service Women’s Leadership Development Event, Pittsburgh, PA, November 5, 2007
- **“Building Bridges from The Dream to a New Reality: A Fresh Look at Diversity”**, 9th Annual Summit Against Racism, Pittsburgh, PA, January 20, 2007
- **“A Second Presidency at the Same Institution”**, CIC Presidents Institute, Tucson, AZ, January 6, 2007
- **“Higher Education in the 21st Century: Global Challenge and National Response”**, CIES, New Century Scholars Meeting, Boston, MA, September 29, 2005
- **“Against All Odds: Renewing Pittsburgh Through Education”**, Keynote, 19th Annual St. Barnabas CEO Leadership Conference, Pittsburgh, PA, September 12, 2005
- **“Status of Women in Southwestern Pennsylvania”**, Keynote, National Council of Jewish Women, Pittsburgh PA, September 7, 2005
- **“Rachel Carson’s ‘Other Road’: Silent Spring and the Making of the Modern Environmental Movement”**, Keynote, Western PA Symposium on World Literature, Pittsburgh PA, April 5, 2005
- ***KQV Pittsburgh Global Press Conference/Egypt***, Guest, March 2005
- ***KQV Radio Business Journal***, Guest, October 2003
- ***Sunday Business Page, KDKA TV***, Guest September, 2003
- **“Leadership Challenges: Turning Around Institutions by Strengthening Academic Quality”**, Keynote, CIC, Savannah, GA, November 4, 2003

- **Fatima Jinnah Women's University Commencement Address** to first graduating class, Rawalpindi, Pakistan, September 2001
- **Seoul Women's University Commencement Address**, Seoul Korea, 2000
- **Council for Advancement and Support of Education (CASE) Presidents' Panel on Women and Philanthropy**, April 13, 2000
- **"Internationalism: Naturalizing Global Learning"**, University of Pittsburgh's Asia Center, March 20, 1998
- **Panel Chair at United Nations Fourth Conference on Women**, Beijing, China, on Women and Conflict Resolution in Yugoslavian Successor States and the Horn of Africa, 1995

SELECTED PUBLICATIONS AND INTERVIEWS

- **On Leadership Interview, Transformative change in higher education**, *The Chronicle of Higher Education*, September 21, 2015 <http://chronicle.com/article/A-Women-s-College-Goes-Coed/233353/>
- **Conversation @WQED**, TV Interview by Michael Bartley, with Esther Barazzone, President of Chatham University and Suzanne Mellon, President of Carlow University, January 7, 2014
- **Integrating Sustainability throughout an Institution: Eden Hall Campus and the School of Sustainability and the Environment**, Hassenzahl, D.M., Mehling, M. and Barazzone, E. (2013). In Leal, W. (Ed). *Sustainable Development at Universities: New Horizons*. Peter Lang Scientific Publishers
- **"Pittsburgh Today & Tomorrow"**, Pittsburgh Quarterly, Spring 2011, p 45
- **Our Regions Business**, KDKA TV Interview with Bill Flanagan, January 27, 2011
- **"Using Technology to Further a Culture of Innovation"**, CIC SunGard Book Project, October, 2009
- **"A touch of Eden: Chatham University is turning donated farm into model of sustainability"**, *Pittsburgh Post-Gazette*, Saturday, May 30, 2009
- **Pop Star: Esther Barazzone**. Pop City Media, Wednesday, October 21, 2009
- **"Room to Grow – Chatham University has experienced leaders to plan the development of the new 388-acre Eden Hall Campus"**, Pittsburgh Professional Magazine, November 2008, pp. 26-35
- **"College presidents' tenure grows: Report says leaders of nation's colleges holding jobs longer than any time since the mid '80s"**, Bill Schackner, *Pittsburgh Post-Gazette*. Monday, February 12, 2007
- **"Report of the Task Force on Young People"**, Allegheny Conference on Community Development, Nov., 2002, www.alleghenyconference.org/public/cfm/library/Reports/PrelimReport_YoungPeople.pdf
- **"Let's make some noise about Rachel Carson"**, *Pittsburgh Post-Gazette*, March 24 2002, p E-4
- **"A Three-Way Partnership"**, *On Common Ground*, Yale-New Haven Teachers Inst, # 9, Fall 2001, pp 8-9
- **"Back From The Brink: Combining tradition and innovations in a quest for revitalization"**, *Presidential Essays: Success Stories*, USAGroup Foundation New Agenda Series™, Vol. 2, No. 2, March 2000, pp. 21-30
- **Neesima Memorial Lectures**; Doshisha University, Kyoto, Japan; Doshisha Women's College, Tanabe Campus, Kyotanabe-shi, Japan; (published Doshisha University)
 - "Women Studying: The Politics of Educating Women," April 10, 1999
 - "Studying Women: Internationalizing Women's Studies," April 11, 1999
- **"Think Globally, Act Locally: Chatham College Initiatives"**, *To Beijing and Beyond*, Janice Auth, ed., University of Pittsburgh Press, 1998, pp. 191-195

INTERNATIONAL DELEGATIONS/TRAVELS

- International Sustainable Campus Network Conference, only North American institution to receive a Sustainable Campus Excellence Award, Singapore, June 2013
- World Symposium on Sustainable Development at Universities, Rio+20 United Nations Conference on Sustainable Development, Brazil, June 2012
- Pittsburgh Middle East Institute, Delegation to Oman, April 2010
- Institute of International Education, Delegation to India, February 2010
- Education Without Borders, Dubai and Abu Dhabi, March 2009

- Institute of International Education, Delegation to Southeast Asia, June 2008
- DAAD: Germany Today, June 2007
- World Affairs Council US Delegation to Egypt, February 2005
- German Marshal Fund, Pittsburgh Delegation to Turin, Italy and Lyon, France, June 2004
- Ireland Institute of Pittsburgh, International delegation to Northern Ireland to create academic exchanges, 2000
- United Nations Women's Conference in Beijing, China, head of delegation of students and faculty from US women's colleges, 1995
- Other travels to Europe, Guatemala, Haiti, Cuba, Mexico, India, Pakistan, Japan, Korea, Dubai.

PERSONAL

- Married, Sam Black
- Two grown sons Matthew and Nicholas Reise who live, respectively, in China and Brazil
- Enjoy travel, golf, cooking, and collecting ukiyo-e (Japanese woodblock prints)
- Conversational Spanish



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

Dr. Esther Barazzone



Dr. Esther Barazzone is an experienced educator and administrator with years of experience in managing educational institutions and universities. She recently served as the President of Chatham University. Dr. Barazzone has served on the Board of Trustees of the University of the District of Columbia since 2016.

Prior to her tenure at Chatham University, Dr. Barazzone served as a faculty member and administrator at Hamilton and Kirkland Colleges, the University of Pennsylvania, Swarthmore College, and Philadelphia University. Dr. Barazzone has received many honors for her work, including the PNC Women of Legacy Award (2015); Pittsburgh Business Times Diamond Award (2012); History Maker in Education, Senator H. John Heinz III History Center (2006); the Vectors Pittsburgh Woman of the Year in Education (1999); and YWCA Leadership Award in Education (1999). Dr. Barazzone has also been recognized for her work on the advancement of women with the Susan B. Anthony Leadership Award from the Women's Leadership Assembly (1999).

A Ward 3 resident, Dr. Barazzone received a Bachelor's Degree from New College, and both a Master's Degree and Ph.D. from Columbia University.



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



Office of the General Counsel to the Mayor

To: Gianelle Rivcra, Steve Walker
From: Betsy Cavendish
Date: November 11, 2019
Subject: Legal sufficiency review of Resolutions nominating Jerome Shelton, Dr. Esther Barazzone, and Joshua Wyner 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 black ink that reads 'Elizabeth A. Cavendish'. The signature is written in a cursive style.

Elizabeth Cavendish

2951 Albemarle St NW
Washington, DC 20008
Mobile: 412-889-0075
December 30, 2019

Chairman Phil Mendelson
Council of the District of Columbia
1350 Pennsylvania Avenue
Washington, DC 20004

(Re: Service on Board of Trustees of the University of the District of Columbia)

Dear Chairman Mendelson:

I am pleased to submit the following in response to your letter of December 16 requesting answers to various questions concerning my past and possible services to the District, specifically to the University of the District of Columbia (UDC). It will be my pleasure to appear before the Council to discuss the University and my service to it.

In response to your request for the Financial Disclosure Statement I filed with the Board of Ethics, I enclose the statement filed for 2018 on May 18, 2019. Nothing substantial has changed since that filing. Questions 1-8 are therefore not answered here.

9. I have served on the UDC Board since 2016 as a replacement for the Reverend Kendrick Curry.

10. Currently I serve on the following Boards in addition to UDC:

- Dollar Bank, Pittsburgh, Pennsylvania
- Tuition Plan Consortium (a college savings program for private institutions)
- PLEN Board of Advisors (Public Leadership Education Network- a national program for women college students who are being prepared and encouraged to seek public office)
- American University of Rome (AUR)

11. I have no outstanding liabilities owed to the District of Columbia.

12. I have no direct or indirect conflicts of interest created by my family or otherwise that might impede my performance of my duties for UDC.

13. I contributed to Mayor Bowser's re-election campaign for Mayor.

14. No, I am not a registered lobbyist.

BARAZZONE/UDC/RENEWAL NOMINATION

15. I serve on the Academic Affairs and Executive Committees, as well as a special task force for Student Outcomes (focused on student performance and achievement), and as Secretary to the Board. During my service, I was also a member of the Operations Committee (often known as a Buildings and Grounds committee elsewhere).

16(a). My priorities for the University are guided by the strategic plan for the University, "The Equity Imperative". As a trustee, it is my duty to support the initiatives that we as a Board have approved, working with the president and administration, as well as leaders of the District. But of course, I have my own priorities within these goals. If you will permit me a short statement, and I will then list just four specific goals.

General statement of priority:

I am in strong support of what I read as the main goal of the strategic plan which is to demonstrate and advocate the value of PUBLIC higher education in the nation's capital. Given the laudable and correct wish to make the District a state, we should also wish to make UDC a suitable state university. We still have a way to go, given past cuts of various kinds and current need for academic program development funding. But we have certificates and associate degrees all the way through law and doctoral degrees in urban leadership and engineering. In the jargon, we are building "stackable credentials" starting where we are, assessing what we need and a plan to get there, as part of an academic master plan. Chief among the ways to make the university an exemplary public institution is to provide an array of excellent, affordable programs matching the work force needs of the district, from entry level workforce training such as nurses aides or associate degree RN's through doctoral degrees such as nursing. Broad educational development (beyond just basic workforce programs) at all levels should be aspired to, including continuing education for the many professionals in the District. One example of a program that fits the meaning of "broad educational development", but really is so much more, is the CAUSES program, which is UDC's exceptional program dealing with the environment and sustainability, especially in an urban setting and with the underpinning of the African diaspora. This program not only deals with one of the most urgent issues of our times, but also is the basis for a great deal of connection and visibility for the University beyond the District (not to speak of its being the very model of a land grant university setoff activities/programs)

Specific priorities for UDC:

1. **Funding to support UDC's academic program growth and improvement** on a path to excellence and more comprehensive service to the District.
2. **Repair of UDC's physical infrastructure** There is a relatively new building, the Student Center, that masks that the others are at risk of breaking down and making educating

BARAZZONE/UDC/RENEWAL NOMINATION

- our students impossible. Physical infrastructure should include providing equipment that is needed for classrooms which is in short supply or need of renewal.
- o **Further Demonstration that we are able to provide successful student outcomes** at an affordable price in such a way as to warrant the confidence placed in us as THE public institution of the District of Columbia. This requires support for hiring excellent faculty and their training to *teach* students who come from a wide variety of backgrounds—a challenge that will grow harder as we are able to attract a greater range of students due to our combination of affordability, excellence, and student centeredness in this great city in this great nation.
 - 4. **Finally, we need to get the word out.** We do need marketing money, but we really also need good word of mouth for all the great things that are happening under the current regime. Perhaps that could be enhanced by partnerships that would both give our students real world experience but also provide a sense of ownership and pride in local citizens in the accomplishments of our students and their ability to contribute to the District.

16(b) My vision for the next five years is for the University to make the necessary progress on the Strategic plan outlined in the Equity Imperative. I would like to see UDC get recognition for the progress it has made rebuilding and in the face of the TAG incentive for DC residents to go elsewhere to study; encouragement and support for keeping high ambitions and goals, as people recognize the meaning of having a public university in their midst would be good. Specifically, achieving clarity that UDC is a comprehensive university which offers degrees through the doctorate, but also associates degrees, many with a workforce orientation, that "ladder" up to higher degrees would be very helpful. "Community college" is a highly ambiguous term today in educational circles, as it means, in common parlance, what we used to call "junior colleges." However, places like Miami Dade, perhaps the best of its breed, call themselves "community colleges" and offer both associates degrees and baccalaureate degrees because the bachelor's is a new minimum certification in many fields. I believe UDC should be as it is, this community's university, while still also offering a full community college functionality. We should aspire for UDC to be the City College of DC (modeling on the one in New York City) for tomorrow, where every aspiring, capable hard-working young person could know that they could find an academic home they could afford.

17. The enrollment at the University will not be an issue if the University is funded to provide degrees in the number and quality they are needed. Health Sciences alone as disciplines will fill the classrooms as well as the workforce needs of the District. Instead we struggle (successfully, I might add) to grow our nursing program back. I believe "product" that is offered, more than recruitment by itself, is the key to growing enrollments. I also believe affordability and some hard thinking about how to help the population that UDC serves be able to attend, persist, and succeed is crucial to the future.

BARAZZONE/UDC/RI NEWAL NOMINATION

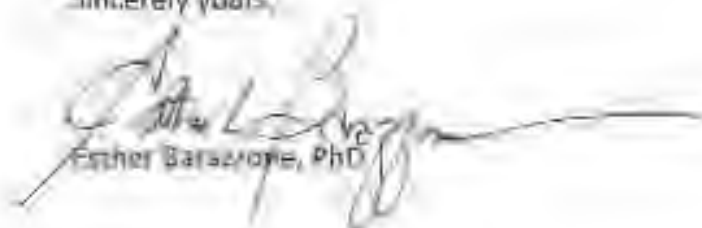
18. There are many things that could be done if there were more hands to do it. It is very hard to build/rebuild a fundraising program after years of institutional demoralization. It is practically impossible with only 1-2 staff which is what the UDC Foundation has. But there is a good Foundation Board that is stepping up to help ask more of all (the alumni), as well as the Board. What is needed now is more hands, and a concerted reputation building and outreach effort so that the process of jumping on a winning bandwagon can get underway.

19. Building priorities must focus first and foremost on health and human safety. The elevators, the heaters, the coolers, are all "iffy." It is an affront to the students who attend not to fix these things, urgently. Beyond that, I would focus on academic and faculty needs for equipment and proper learning environments. Housing is important to UDC as well, to provide this opportunity for a sufficiently diverse student body to enroll.

Chairman Mendelson and Members of the Council, I appreciate the opportunity to answer these thought-provoking questions. I would like to make just one final point: I spent my career in private higher education before I moved here three years ago, and still remain involved in many ways with it. But I increasingly understand the importance of an affordable alternative with equally high standards, that specifically does the work of educating citizens and workers. UDC as the least expensive alternative in this District can reach the point of filling that important role. I am very excited by what UDC could do even more powerfully for the District, in its community, economic, and human development in the future.

We all at the University of the District of Columbia are grateful for your support thus far and I hope you will join even more fully in a widened vision. I thank you for your consideration of my candidacy and I hope you will give me the opportunity for additional service to UDC and the District.

Sincerely yours,



Esther Barazzone, PhD

FDS Filing Details for 2018

Name: Esther Barazzone

Date of Appointment or Employment: 12/20/2016

Final Date of Service: 12/31/2018

Position: Board Member

Agency: University of the District of Columbia

Position Held with the District Government During the Prior calendar year (If Not The Same As Above)

Position:

Final Date in Position:

Agency:

Non District Employment/Business

1) Did you have any non-District employment or engage in any outside business during the previous calendar year for which you received compensation of \$200 or more?

Position / Title	Name of Employer	Description of Work	Start Date	End Date	Income Received from Outside Business	Client Name
Board member	Dollar Bank	Board Member	01/01/2018	12/31/2018	\$50,001 - \$100,000	
Conference Recorder	Hollins Foundation	Wrote Conference Proceedings	09/03/2018	09/10/2018	\$1,001 - \$15,000	
president Emerita	Chatham University	deferred compensation for presidential service	01/01/2018	12/31/2018	\$50,001 - \$100,000	

2) Was your spouse, registered domestic partner, or dependent child(ren) employed by a private entity or did they engage in any business endeavors during the previous calendar year for which they received compensation of \$200 or more?

Position / Title	Name of Employer	Description of Work	Start Date	End Date	Client Name
Board Member	Abviro	Board Member	01/01/2018	12/31/2018	
Legal Counsel	Jack Parker Corporation	Legal Work	01/01/2018	12/31/2018	

3) Did you serve in any unpaid position (without compensation) as an officer, director, partner, consultant, contractor, volunteer, member or any other fiduciary capacity of a non-government board or other outside entity during the previous calendar year?

Position / Title	Name of Entity	Start Date	End Date
Board Member	Tuition Plan Consortium	01/01/2018	12/31/2018
Board member	American University of Rome	09/01/2018	12/31/2018

4) Did your spouse, registered domestic partner, or dependent child(ren) serve in any unpaid position (without compensation) as an officer, director, partner, consultant, contractor, volunteer, member or any other fiduciary capacity of a non-government board or other outside entity during the previous calendar year?

Position / Title	Name of Entity	Start Date	End Date
Board Member	Island and Coastal Innovation Fund	01/01/2018	12/31/2018

5) During the previous calendar year, did you have any agreements with a former or current employer, other than with the District of Columbia, for future payments or benefits (such as separation pay, partnership buyouts, or pension or retirement pay) or for future employment or for a leave of absence?

No

6) During the previous calendar year, did your spouse, registered domestic partner, or dependent child(ren) have any agreements with a former or current employer, other than with the District of Columbia, for future payments or benefits (such as separation pay, partnership buyouts, or pension or retirement pay) or for future employment or for a leave of absence?

No

Securities, Holdings and Investments

7) Did you have a beneficial interest in or hold any security ("security" means stocks (any class), bonds (including savings bonds and tax exempt bonds), stock options, warrants, debentures, obligations, notes (not mortgage notes), mortgages (not on one's home), investment interests in limited partnerships, REITs, and such other evidences of indebtedness and certificates of interest or participation in any profit-sharing agreement as are usually referred to as securities) at the close of the previous calendar year that exceeded in the aggregate \$1,000 or that produced income of \$200 or more?

List each security and/or beneficial interest you held below	Total Value of Beneficial Interests or Securities at the close of previous calendar year.
Various	Over \$1,000,000

8) Did your spouse, registered domestic partner, or dependent child(ren) have a beneficial interest or hold any security ("security" means stocks (any class), bonds (including savings bonds and tax exempt bonds), stock options, warrants, debentures, obligations, notes (not mortgage notes), mortgages (not on one's home), investment interests in limited partnerships, REITs, and such other evidences of indebtedness and certificates of interest or participation in any profit-sharing agreement as are usually referred to as securities) at the close of the previous calendar year that exceeded in the aggregate \$1,000 or that produced income of \$200 or more?

List each security and/or beneficial interest you held below	Total Value of Beneficial Interests or Securities at the close of previous calendar year.
Various	Over \$1,000,000

9) Did you owe any entity or person (other than a member of your immediate family) \$1,000 or more, (excluding: mortgages on your personal residence, student loans, automobile loans, credit card accounts or other revolving credit, and other loans from a federal or state insured or regulated financial institution), during the previous calendar year?

No

10) Did your spouse, domestic partner or dependent child(ren) owe any entity or person (other than a member of their immediate family) \$1,000 or more, (excluding: mortgages on personal residences, student loans, automobile loans, credit card accounts or other revolving credit, and other loans from a federal or state insured or regulated financial institution), during the previous calendar year?

No

11) Did you have an interest in any real property located in the District during the previous calendar year, aside from personal residences occupied by you, your spouse or your domestic partner, where your interest had a fair market value of more than \$1,000, or where the property produced income of \$200 or more?

No

12) Did your spouse, domestic partner, or dependent child(ren) have an interest in any real property located in the District during the previous calendar year, aside from personal residences occupied by you, your spouse or your domestic partner, where their interest had a fair market value of more than \$1,000, or where the property produced income of \$200 or more?

No

Regulated Professions

13) Do you hold any professional or occupational licenses issued by the District of Columbia government (i.e., are you licensed to practice law in the District of Columbia, or are you licensed by the District's Department of Health, the District's Department of Consumer and Regulatory Affairs, the District's Department of Mental Health, the District's Department of Insurance Securities and Banking, the Metropolitan Police Department, the District's Occupational and Professional Licensing Administration, etc.)?

No

14) Does your spouse, domestic partner, or dependent child(ren) hold any professional or occupational licenses issued by the District of Columbia government (i.e., are they licensed to practice law in the District of Columbia, or are they licensed by the District's Department of Health, the District's Department of Consumer and Regulatory Affairs, the District's Department of Mental Health, the District's Department of Insurance Securities and Banking, the Metropolitan Police Department, or the District's Occupational and Professional Licensing Administration, etc.)?

Type of License Issued	Issuing Entity
Law	DC Bar

Gifts

15) Did you receive any gift(s) (Gift is defined as a payment, subscription, advance, forbearance, rendering, or deposit of money, services, or anything of value, unless consideration of equal or greater value is received) from any person that has or is seeking to do business with the District, conducts operations or activities that are regulated by the District, or has an interest that may be favorably affected by the performance or nonperformance of your duties in the total amount or with a total value of \$100 or more during the previous calendar year?

No

Additional Comments

Only correction above in the deferred comp amount for my presidential service, question #1.

Supporting Documents

I certify that I have:

- Not caused title to property to be placed in another person or entity for the purpose of avoiding the disclosure requirements on the preceding form;
- Filed and paid my income and property taxes;
- Diligently safeguarded the assets of the taxpayers and the District;
- Reported known illegal activity, including attempted bribes, to the appropriate authorities;
- Not been offered or accepted any bribes;
- Not directly or indirectly received government funds through illegal or improper means;
- Not raised or received funds in violation of federal or District law; and
- Not received or been given anything of value, including a gift, favor, service, loan gratuity, discount, hospitality, political contribution, or promise of future employment, based on any understanding that my official actions or judgment or vote would be influenced.

I understand that:

- Submission of this report means that I have completed the report with all applicable schedules and that the report is ready for filing with BEGA.
- Once this report is submitted, it cannot be edited. All modifications thereafter can only be done by filing an amendment.

Additional Comments

TESTIMONY FOR DISTRICT COUNCIL BY ESTHER L. BARAZZONE PHD NOMINATED TO SERVE AS A MEMBER OF THE BOARD OF THE UNIVERSITY OF THE DISTRICT OF COLUMBIA. JANUARY 9, 2020.

Chairman Mendelson and Members of the Council and Council representatives,

It is my pleasure and honor to appear before you today. I thank you for convening this hearing and the Mayor for renominating me to the Board of the University of the District of Columbia (UDC).

I have served UDC since late 2016 as a replacement Board member. During that time have served on the Academic Affairs Committee, the Operations Committee, a task force on Student Outcomes, and the Executive Committee (by virtue of my selection as Secretary of the Board). I hope you will find it fit to permit me to continue to serve UDC and the District.

I and II: BACKGROUND and RELEVANCE

I believe my credentials are highly relevant to the duties of the UDC Board. For 24 years I was President of Chatham University (yes, the Mayor's proud alma mater). Chatham was a struggling undergraduate women's college when I became president. At the end of my tenure, the institution had become a coeducational university, quadrupled in physical size and

enrollment, with an endowment 2.5 times larger, and was receiving accolades for academic quality and innovation.

Prior to my time at Chatham, I held positions as faculty member, academic dean, and full-time fundraiser, at the University of Pennsylvania, Swarthmore College and Philadelphia University.

Service on many boards gave me national and international perspective: I am still a member of the Tuition Plan Consortium (TPC) to help families prepare financially for college, as well as of the American University of Rome in Italy. My civic leadership in Pittsburgh and West Virginia helped me understand the role of public institutions better. I served on the Southwest Pennsylvania regional economic development association Board (the Allegheny Conference), as well as on the Board of the Benedum Foundation dedicated to economic and social betterment in West Virginia and Southwest Pennsylvania.

For these and other activities, and among other awards, I was named a Distinguished Daughter of Pennsylvania, and given a lifetime achievement award for business and civic leadership by the Pittsburgh Business Times.

Another part of my background relevant to UDC is that I am a native West Virginian from a family with few means. I had opportunities which are much rarer today than they used to be. Because of individual philanthropy and federal programs, I was able to get my undergraduate education and a doctoral degree from Columbia University basically for free.

I want such opportunities to be available to others. I believe in the vision of the University of the District of Columbia as THE public institution of the District. UDC can and should be the engine of personal social mobility, overall economic development for the District, and personal and civic growth for all citizens of the District.

For supporters of statehood for DC, UDC should be seen and built as the future State University of the District. Furthermore, we should aspire to make it the "City College" of DC. New York's flagship public institution educated many such as Colin Powell and Jonas Salk for whom it might have been the only choice based on cost and access. City College also provided excellent preparation for work and life.

UDC as the only public institution in the District can be both an HBCU and the university for all the people of the District, providing workforce training, continuing education and personal development. I have seen this institution come a great distance in just the three years I have been on the Board, with the excellent leadership of Ron Mason and the current team, and the support of this Council and Mayor. Just in that time, UDC has added to its roster of degrees two doctoral programs—in engineering and in urban leadership. This is all for the lowest tuition in the District. The mechanical engineering and business programs have been highly ranked for quality and affordability.

III. MOVING FORWARD

My vision for the University is of course, guided by the strategic plan: "The Equity Imperative."

Some specifics within that plan that particularly resonate with me, in great brief they are:

1. Funding to support UDC's academic program growth and improvement. In the area of academic program development there is truth to the idea of "build it and they will come." More high demand professional opportunities for the future should be planned for in the UDC curriculum and be funded. For example, nursing from the RN (an associate's degree) through the doctorate in nursing practice, and other health sciences added. Students will come in great numbers for programs such as these.
- 2.) The UDC physical infrastructure must be repaired. Health and human safety drive this goal. Two buildings are currently at risk of having to go offline if critical elements break down. And, students should not have to wear their coats and gloves in class.
- 3.) We at UDC must demonstrate further that we are able to provide successful student outcomes. There is a Student Outcomes Task Force of the Board, that, along with the excellent leadership of the Dean Team and faculty at UDC is working on this challenge. But this too is not free or easy. Support for hiring more excellent faculty and training them to teach successfully students from a wide variety of backgrounds is needed.

4) We need to get the word out. We need to get good word of mouth for all the great things that are happening. Institutions are all either rising or falling. You don't usually know about the ones that are falling, but you need to hear about the ones that are rising as UDC is. More need to know about the achievements just mentioned, or that the Engineering programs this summer garnered \$4.85 million from NSF for a national research center.

5) Finally, clarity needs to be achieved that UDC is a comprehensive university offering all degrees through the doctorate, as well as workforce non-degree programs. UDC is not nor should it be only an associate degree granting institution. Every capable hard-working young person should know they could find an affordable and excellent academic home in the District. It would do good for the District, for its economic development, and for its citizens to fulfill this vision.

With these thoughts, Chairman Mendelson, I thank you for the opportunity to speak with you today. I hope the Council will give me the extended opportunity to serve the District and UDC.



Esther Barazzone, PhD

January 9, 2020

3 January 21, 2020

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10 A PROPOSED RESOLUTION

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13 23-567

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15
16 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

17
18 _____

19
20
21 To confirm the reappointment of Dr. Esther Barazzone 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 Dr. Esther Barazzone Confirmation Resolution of 2020”.

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

29
30 Dr. Esther Barazzone
31 2951 Albemarle Street NW
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), for a term to end
38 May 15, 2024.

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 Board of Trustees of the University of the District of
41 Columbia, and the Office of the Mayor.

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