

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

1350 Pennsylvania Avenue, NW, Washington, DC 20004

TO: All Councilmembers

FROM: Chairman Phil Mendelson
Committee of the Whole

DATE: September 19, 2023

SUBJECT: Report on PR 25-283, the “Board of Trustees of the University of the District of Columbia Dr. Carolyn Rudd Confirmation Resolution of 2023”

The Committee of the Whole, to which PR 25-283, the “Board of Trustees of the University of the District of Columbia Dr. Carolyn Rudd Confirmation Resolution of 2023” was referred, reports favorably thereon, and recommends approval by the Council.

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I. BACKGROUND AND NEED

Proposed Resolution 25-283, the “Board of Trustees of the University of the District of Columbia Dr. Carolyn Rudd Confirmation Resolution of 2023,” was introduced by Chairman Mendelson at the request of the Mayor on June 15, 2023 and referred to the Committee of the Whole. The purpose of PR 25-283 is to confirm the Mayor’s nomination of Dr. Carolyn Rudd for reappointment to the Board of Trustees of the University of the District of Columbia (Board) for a five-year a term to end May 15, 2028.

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, the Washington Technical Institute, and Federal City College, UDC serves as the District’s only public university.¹ UDC’s mission is to provide an

¹ This college was formed from the merger of Miners Teacher College and Wilson Teachers College. See UDC’s History, University of the District of Columbia, <https://www.udc.edu/about/history-mission/>; D.C. Law 1-36 (effective Nov. 1, 1975).

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 lifelong learning.”²

The Board of Trustees of the University of the District of Columbia was established by the U.S. Congress as a body of the District of Columbia government in 1974.³ The Board has the authority to independently issue regulations governing the University, own and manage the property of the University, and represent the University in legal proceedings. The Board is also responsible for hiring the President of the University System.

Trustees are charged with establishing and ensuring accreditation of each component of the University System. This includes a liberal arts component, a vocational and technical component, and a school of law. The Trustees approve all programs and majors and set academic policies, such as degree requirements and tuition. In addition, Trustees are responsible for setting the University’s budget in conjunction with the Mayor and City Council.

The Board is comprised of fifteen members.⁴ 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.⁵ Each Trustee, except for the student trustee, serves a five year term, and each non-student Trustee may serve two consecutive full terms.⁶ The following tables depict the current make-up of the UDC Board of Trustees:

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

Elected Trustee	Role	Commencement Date	Term End Date
Travis Henderson	Student	August 21, 2023	May 11, 2024
Dr. Mildred Musgrove	Alumni	May 15, 2020	May 15, 2025
Barrington Scott	Alumni	May 15, 2015	May 15, 2025
Anntoinette White-Richardson	Alumni	May 15, 2020	May 15, 2025

² UDC Mission, University of the District of Columbia, <https://www.udc.edu/about/history-mission/>.

³ Pub. L. 93-198, Dec. 24, 1973.

⁴ D.C. Official Code § 38-1202.05 (see a list of the duties of the UDC Trustees).

⁵ 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.* at 38-1202.01(c-1).

⁶ D.C. Official Code § 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. Legislation has recently been adopted by the Council to change this (see D.C. Act 23-326, the “Coronavirus Support Emergency Amendment Act of 2020,” and Bill 23-817, the “UDC Board of Trustees Term Limit Amendment Act of 2020.”) Going forward, Trustees may serve up to three consecutive terms but not more than 15 consecutive years.

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

Mayoral Appointee	Resolution Number	Date of Council Approval	Term End Date
Warner Session	PR 25-282	Pending	May 15, 2028
Dr. Carolyn Rudd	PR 25-283	Pending	May 15, 2028
Ken Grossinger	PR 25-284	Pending	May 15, 2028
Lamont Akins	PR 25-295	Pending	May 15, 2028
Christopher Bell	R. 23-554	October 20, 2020	May 15, 2025
Mignon Clyburn	R. 23-555	October 20, 2020	May 15, 2024
Dr. Esther Barazzone	R. 23-316	January 21, 2020	May 15, 2024
Jerome Shelton	R. 23-317	January 21, 2020	May 15, 2024
Vacant*			
Vacant*			
Vacant*			

*These three seats were last filled by Reginald Felton, whose term expired May 2019, Erol Schwartz, whose term expired May 2023, and Charlene Drew Jarvis, whose term expired May 2023.

Dr. Rudd has a Bachelor of Science and Master of Education degrees from Virginia State University and her Doctor of Education from The College of William and Mary. She is a Ward 8 resident. She is the founder, president, and CEO of CRP, Incorporated (CRP), a Washington, DC-based, multi-faceted professional services and management consulting firm established in 1988. CRP was recognized by the District of Columbia Chamber of Commerce as its “2017 Small Business of the Year” for its leadership in federal contracting in the District. In 2018, CRP was named one of the top 100 minority businesses in the DC metropolitan area.

Prior to starting CRP, Dr. Rudd served in various capacities at Virginia State, Bowie State, and Howard universities. She has demonstrated an unswerving commitment to providing employment opportunities for graduates of the University of the District of Columbia, as a significant number of CRP’s full-time staff attended the institution.

Dr. Rudd has served as chair of the DC Commission for Women as well as the boards of Family Matters of Greater Washington, the Religious Coalition for Reproductive Choice, and Leadership Greater Washington. She is the Immediate Past Chair of the DC Chamber of Commerce Board of Directors. The DC Council passed a Ceremonial Resolution recognizing Dr. Rudd’s contributions to the business community and honoring her for two terms as Chair of the DC Chamber of Commerce Board of Director.

The University has made great strides over the last decade, despite the COVID-19 pandemic; however, more needs to be done. Moving forward, and during Dr. Rudd’s time on the Board, the Committee will be paying particular attention to the two following issues.

Enrollment: Over the past decade, UDC has struggled to increase enrollment. The struggle was exacerbated by the COVID-19 pandemic when the University saw another decline in enrollment. A key to a successful education system in the District is a thriving public university, and instrumental to having a thriving public university is its enrollment. Thus, as the District’s only public institution of higher education, it is essential that UDC’s enrollment not only remain steady, but also grow. Given this, the Committee has monitored the University’s enrollment over the years. A part of this monitoring involves not just watching UDC’s overall enrollment, but also looking at the enrollment of UDC’s four-year institution, Community College (UDC-CC), and law school. Since UDC-CC was formed in 2009, the Committee has focused on UDC’s enrollment data. However, the University has made increasing enrollment a priority. For example, the University now automatically re-enrolls all Community College students, the University has recently on boarded a new Vice President of Enrollment Management, and the University will begin the initial implantation of its Customer Relationship Management (CRM). This tool is a set of integrated, data-driven software solutions that help manage, track, and store information. This will be critical in better understanding and managing enrollment data. The table below shows UDC’s enrollment, broken down by undergraduate, graduate, law school, and community college, from academic year 2012-2013 through its most recent academic year, 2022-2023.

**Table GF-B: University of the District of Columbia;
 Enrollment Academic Years 2012-2022**

Students	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Undergraduate	2,019	2,026	1,959	2,124	2,051	2,009	1,957	1,938	1,791	1,603	1,440
Graduate	253	299	312	320	368	388	377	371	340	289	290
Law School	380	344	315	313	286	280	256	257	228	240	230
UDC-CC	2,838	2,686	2,532	2,361	1,899	1,850	1,910	1,890	1,594	1,344	1,617
Total	5,490	5,355	5,118	5,118	4,604	4,527	4,500	4,456	3,953	3,476	3,577

Source: UDC’s FY2022-2023 Performance Oversight Responses, Q. 37.

Private Fundraising: Beginning in 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.⁷ For every dollar UDC raised in private donations, the District matched those donations dollar for dollar up to a maximum of a million dollars. A District match has continued since 2014. 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 capability and to encourage the UDC Foundation to take a more active role in raising private funds. As 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 should continue to increase its private fundraising, even though the Committee believes wholeheartedly that the District should support UDC financially.

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

Based on her commitment to the mission of the University, her educational leadership, and her dedication to improving equitable outcomes, the Committee recommends the appointment of Dr. Rudd to the Board of Trustees of the University of the District of Columbia. The Committee of the Whole recommends adoption of PR 25-283.

II. LEGISLATIVE CHRONOLOGY

- June 15, 2023 PR 25-283, the “Board of Trustees of the University of the District of Columbia Dr. Carolyn Rudd Confirmation Resolution of 2023” is introduced by Chairman Mendelson at the request of the Mayor.
- June 20, 2023 PR 25-283 is “read” at a Legislative meeting; on this date the referral of the PR to the Committee of the Whole is official and the 45-day period for Council review begins. If the Council does not act by November 21, 2023, PR 25-283 will be deemed approved.
- June 22, 2023 Notice of the public hearing is in the Office of Secretary.
- June 23, 2023 Notice of Intent to Act on PR 25-283 is published in the *D.C. Register*.
- June 30, 2023 Notice of Roundtable Published in the District of Columbia Register.
- July 12, 2023 The Committee of the Whole convenes a public roundtable on PR 25-283.
- September 19, 2023 The Committee of the Whole marks up PR 25-283.

III. POSITION OF THE EXECUTIVE

Dr. Rudd is the Mayor’s nominee for appointment to the Board of Trustees of the University of the District of Columbia.

IV. COMMENTS OF ADVISORY NEIGHBORHOOD COMMISSIONS

The Committee received no testimony or comments from any Advisory Neighborhood Commission on PR 25-283.

V. SUMMARY OF TESTIMONY

The Committee of the Whole held a public roundtable on four Board of Trustees of the University of the District of Columbia nominations, including PR 25-283, on Wednesday, July 12, 2023. The testimony summarized below is from that hearing, pertaining to Dr. Rudd. Submitted copies of testimony are attached to this report.

Dr. Carolyn Rudd, Appointee, testified and answered questions from Chairman Mendelson regarding her background and experience as it pertains to the Board and her interest in serving on the Board. Dr. Rudd explained that she wishes to continue her work on the Board. Since she was appointed to the Board of Trustees in 2018, she has been committed to enhancing the University’s reputation and stature. She is seeking to be reappointed to the Board to build on her proven and tested commitment to the University and to spearhead institutional priorities including addressing student enrollment and retention, diversifying revenue streams, and continuing the University’s strategic planning process.

VI. IMPACT OF 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 – of whom eleven members are appointed by the Mayor and confirmed by the Council. Of the eleven members, seven must be District residents at the time of their confirmation. Additionally, each member, except for the student trustee, may serve three, five-year terms or a total of 15 consecutive years.⁸ Dr. Rudd is a Mayoral appointee, is a resident of the District, and is nominated for her second term.

VII. FISCAL IMPACT

PR 25-283 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.⁹ 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.”¹⁰ 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 25-283.
<u>Section 2</u>	Confirms the appointment of Dr. Carolyn Rudd to the Board of Trustees of the University of the District of Columbia to serve a term of five years. ¹¹
<u>Section 3</u>	Requires that a copy of the resolution, upon adoption, be transmitted to the nominee and to the Mayor.

⁸ § 38–1202.01.

⁹ § 38–1202.04.

¹⁰ *Id.*

¹¹ § 2–1599.03(b)(2)(B)(*citing* terms for the initial nongovernmental voting members shall begin on the date that a majority of the members are sworn in, which shall become the anniversary date for all subsequent appointments).

Section 4 Provides that PR 25-283 shall take effect immediately.

IX. COMMITTEE ACTION

X. ATTACHMENTS

1. PR 25-283 as introduced.
2. Nominee's responses to Committee pre-hearing and post-hearing questions.
3. Written Testimony and Comments.
4. Legal Sufficiency Review.
5. Committee Print for PR 25-283.



MURIEL BOWSER
MAYOR

June 15, 2023

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, 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 Reorganization Act, approved October 26, 1974 (88 Stat. 1424; D.C. Official Code § 38-1202.01), I am pleased to nominate the following person:

Dr. Carolyn Rudd
Tamarack Street, NW
Washington, DC 20012
(Ward 4)

for reappointment as a member of the Board of Trustees of the University of the District of Columbia, for a term to end May 15, 2028.

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

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

Sincerely,

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser



Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

To confirm the reappointment of Dr. Carolyn Rudd to the Board of Trustees of the University of the District of Columbia.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution may be cited as the "Board of Trustees of the University of the District of Columbia Dr. Carolyn Rudd Confirmation Resolution of 2023".

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

Dr. Carolyn Rudd
Tamarack Street, NW
Washington, DC 20012
(Ward 4)

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 Reorganization Act, approved October 26, 1974 (88 Stat. 1424; D.C. Official Code § 38-1202.01), for a term to end May 15, 2028.

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.

LEADERSHIP TEAM



**Carolyn B. Rudd,
Ed.D.**

*Founder, President &
CEO*
CRP, Inc. (CRP)

Education, Licences & Certifications

- BS, Accounting, Virginia State University
- M.Ed., Business Education, Virginia State University
- Ed.D., Higher Education, College of William & Mary

Professional Affiliations

- University of the District of Columbia, *Board of Trustees*

Background

A visionary corporate executive, leader, and strategist with more than 30 years of leading, managing, and motivating teams to achieve service delivery and performance targets. Dr. Rudd is an exceptional relationship manager with the demonstrated ability to quickly win stakeholder trust and build long-lasting customer relationships in multiple business areas, including workforce planning and recruitment. She is respected and recognized for building a quality organization that can be relied upon for successfully placing highly-qualified candidates to fill agency staffing and recruitment needs. Leadership acumen has garnered CRP an impeccable reputation in both Federal and local public sector contracting. Dr. Rudd has forged strategic partnerships underscoring CRP's track record as a contractor of choice for 13 Federal agencies and five District of Columbia government agencies since the firm's inception in 1988. She has expanded and diversified CRP's portfolio of services from initially meeting logistics to staff augmentation and other practice areas, including research, evaluation, and policy assessment; program management; training; and technical assistance. Dr. Rudd consistently demonstrates a verifiable record of delivering extraordinary, mission-critical results and solutions.

Recent Engagement Experience (CRP)

CRP, Incorporated (CRP) – Executive Supervisor and Corporate Monitor

- Provides overall oversight and monitoring of CRP's staff augmentation contract with MAXIMUS and serves as the executive point of contact in assuring appropriate execution of all staffing requirements.
- Supervises contract-specific recruitment processes to ensure creative sourcing of qualified candidates and placements.
- Engages in client relationship management focused on developing relationships and trust that drive repeat business.
- Works closely with the proposed Deputy Project Manager in leading all phases of the staffing services lifecycle and assuring the timely and successful delivery of staffing solutions.
- Monitors planning and implementation of strategies for ensuring diversity, equity, and inclusion (DEI) in client sourcing, recruitment, and hiring.
- Ensures that CRP maintains a rapid response readiness and capability to fulfill surge staffing requirements.

- Washington, DC Chamber of Commerce, *Board Chair* (Two Terms)
- Washington, DC Chamber of Commerce, *Co-Chair, Membership Committee*
- DC Commission for Women, *Past Chair*
- DC Commission for Women, *Past Chair*
- Tax Revision Commission, *Mayoral Appointment*
- Leadership Greater Washington, *Past Member, Board of Directors*
- American Business Women's Association, *Past Member*

- Directed CRP's dramatic transformation via staff augmentation during the pandemic. CRP experienced phenomenal growth from 14 full-time employees (FTEs) to 132 FTEs, a growth rate of 900% over a two-year period.

Other Experience

CRP – Founder, President/CEO

- Provides strategic leadership and management direction of the firm, established in 1988.
- Ensures optimal operational and fiscal performance while simultaneously delivering high-quality services.
- Leads business process operations and executive oversight to contracts varying in scope and complexity and ranging in size from \$20,000 to \$20 million.
- Directs all aspects of the project lifecycle, from scope of work through the completion of deliverables as well as relationship management.

Leadership, Consulting, and Academic Positions (Prior to CRP)

- Delta Research and Educational Foundation, Howard University, Bowie State College Foundation, Job Corps Program.
- Taught business administration at Virginia State University.

Awards and Accolades

Individual

- Honored with a special resolution by the DC City Council for "invaluable service" to the business community and the citizens of the District of Columbia (February 27, 2023).
- Recipient of a special award from the DC Chamber of Commerce from noteworthy contributions to the organization (November 2022).
- Ebone Image Award, National Coalition of 100 Black Women (2016).

Corporate

- "2022 Moxie Award," Woman-Owned Business Category (An annual recognition of businesses in the Washington metropolitan area that demonstrate "moxie" in business through boldness, courage, innovation, risk-taking, etc.).
- A "Top 100 Minority-Owned Business," 2018 (Capital Region Minority Supplier Development Council).
- "2017 Small Business of the Year" (DC Chamber of Commerce).



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

Dr. Carolyn Rudd



Dr. Carolyn B. Rudd is founder, president, and CEO of CRP, Incorporated (CRP), a Washington, DC-based, multi-faceted professional services and management consulting firm established in 1988. A leader in the District of Columbia business sector, CRP was recognized by the District of Columbia Chamber of Commerce as its “2017 Small Business of the Year” for its leadership in federal contracting in the District. In 2018, CRP was named one of the top 100 minority businesses in the DC metropolitan area. A native of suburban Richmond, Virginia, Dr. Rudd is believed to be the youngest African American to receive a doctorate from The College of William and Mary.

Prior to starting CRP, Dr. Rudd served in various capacities at Virginia State, Bowie State, and Howard universities. Dr. Rudd has demonstrated an unswerving commitment to providing employment opportunities for graduates of the University of the District of Columbia (UDC): a significant number of CRP’s full-time staff attended the institution. She has led CRP’s efforts as a charitable partner in the DC community by making philanthropic contributions to an array of local nonprofit organizations.

Dr. Rudd has served as chair of the DC Commission for Women (appointed by Mayor Muriel Bowser) and currently serves on the University of the District of Columbia Board of Trustees (nominated by Mayor Bowser and confirmed by the DC City Council). She has also served on the boards of Family Matters of Greater Washington, the Religious Coalition for Reproductive Choice, and Leadership Greater Washington. She is the Immediate Past Chair of the DC Chamber of Commerce Board of Directors. In April 2022, Mayor Bowser appointed Dr. Rudd to the DC Tax Revision Commission. During Council Period 25, the DC Council passed a Ceremonial Resolution recognizing Dr. Rudd’s contributions to the business community and honoring her for two terms as Chair of the DC Chamber of Commerce Board of Director. She is a life member of Delta Sigma Theta Sorority, Incorporated and has served as national president of two social organizations: THE MOLES and National Epicureans, Inc. She is married and lives in Upper Northwest DC.

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

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



Office of the General Counsel to the Mayor

To: Tommy Wells, Steve Walker
From: Betsy Cavendish
Date: March 30, 2023
Subject: Legal sufficiency review of Resolutions nominating Ken Grossinger, Dr. Carolyn Rudd, and Warner Session as members of the Board of Trustees of the University of the District of Columbia

This is to Certify that this office has reviewed the above-referenced resolutions and found them to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Vanessa Careiro, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or 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 A. (Betsy) Cavendish



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

Carolyn Rudd Council Questionnaire
Board of Trustees of the University of the District of Columbia

1. Please provide a copy of the Financial Disclosure Statement you filed with the Office of Campaign Finance or the Board of Ethics and Government Accountability. If you have not filed a Financial Disclosure Statement, please provide answers to questions no. 2-8 in lieu of that statement.
 - a.
2. Please provide the name of each business entity transacting any business with the District Government in which you have a beneficial interest valued in excess of \$1,000, including publicly traded stock.
 - a. CRP, Inc.
3. Please provide the name of each business entity transacting any business (including consulting) with the District Government from which you or your immediate family have received (or are receiving) income for services rendered in excess of \$200 during the past two years.
 - a. CRP, Inc.
4. Please provide the name of each business entity transacting business with the District Government in which you or any member of your immediate family serves as an officer, director, partner, or agent. Also list the position(s) held, a brief description of the entity, and any other pertinent details.
 - a. CRP, Incorporated (CRP) is a CBE management consulting firm established in the District of Columbia in 1988. I am the Founder, President & CEO.
5. Please provide the name of any lender and the amount of liability for each outstanding liability borrowed by you or any member of your immediate family in excess of \$1,000. Do not include loans from a federal or state insured or regulated financial institution, or from any business enterprise regularly engaged in the business of providing revolving credit or installment accounts.
 - a. N/A
6. Please list the location of all real property located in the District of Columbia in which you have an interest with a fair market value in excess of \$1,000.
 - a. 1814 Tamarack Street, NW (my residence).
7. Please list all professional and occupational licenses held by you.
 - a. N/A



8. Please list any professional organizations of which you are currently a member.
 - a. N/A
9. Please list all boards and commissions connected with the District government on which you are or have been a member and include the term of service for each.
 - a. Women's Commission (term ended in 2018)
UDC Board of Trustees (2018 to present)
Tax Revision Commission (2022 to present).
10. Please list any other boards (e.g., Board of Directors of a non-profit) on which you are currently a member.
 - a. N/A
11. Do you have any outstanding liability for taxes, fees, or other payments to the District, federal, or other state or local governments, either contested or uncontested? If so, please provide documentation of attempts to pay the amount owed or to resolve the disputed claim.
 - a. N/A
12. Do you or any member of your immediate family have any interest, financial or otherwise, that may directly or indirectly pose a conflict of interest for you in performance of your duties as a member of the Board of Trustees of the University of the District of Columbia?
 - a. No.
13. Please describe any local political activity (i.e. the District of Columbia local elections or campaigns) that you have engaged in over the past five years, including all campaign contributions to a D.C. candidate or political committee.
 - a. Made contributions to several candidates to include: Vincent Orange, Robert White, Kenyan McDuffie, Brandon Todd, Muriel Bowser, Phil Mendelson.
14. Are you registered with any local, state, or federal government to lobby? If so, list the jurisdiction(s) in which you are registered.
 - a. No
15. Why have you agreed to serve and how do you plan to help the Board fulfill its role and mission during your time on the Board?
 - a. I have agreed to serve another term because of my love for and interest in the University continuing its efforts to be elevated as a first choice for District residents. I am also excited about the newly announced president Dr. Maurice Edington and would like to offer support to him in his efforts to continue to move the University forward building on the accomplishments of Ron Mason. My efforts to serve as the Board's liaison to the Foundation Board will offer business owners and other philanthropic persons opportunities to become familiar with the University in cultivating these and other prospective donors to provide financial support. I will continue to work with the Student Outcomes Committee and I have recently accepted serving as chair of the Operations Committee.



16. Given that you have previously served on the Board, what challenges do you believe face the charter sector, and how do you believe these challenges can be addressed?
- a. One of the University's biggest challenges is enrollment with housing either tied or the second biggest challenge. Addressing enrollment has many facets, including the need for housing. It is believed that if the University offered housing, many of our residents (college-age and non-traditional students) would possibly choose UDC as their first choice. These students are looking for a total college experience which includes campus life. Also, housing would probably increase enrollment of the out-of-state students because the University is affordable and many young people would love to be attend college in the District, but find many of the other local institutions unaffordable.



**GOVERNMENT OF THE DISTRICT OF COLUMBIA
BOARD OF TRUSTEES OF THE UNIVERSITY OF THE
DISTRICT OF COULMBIA**



Public Roundtable on

**PR 25-0283, the “Board of Trustees of the University of the District of
Columbia Dr. Carolyn Rudd Confirmation Resolution of 2023”**

Testimony of

Dr. Carolyn Rudd

**Before the
Committee of the Whole
Council of the District of Columbia
The Honorable Phil Mendelson, Chairperson**

JULY 12, 2023

11:00 AM

**The John A. Wilson Building Room 412
1350 Pennsylvania Avenue, NW
Washington, DC 20004**

Good morning to The Honorable Phil Mendelson, Chair of the District of Columbia City Council, and distinguished Council Members. Thank you to the Committee of the Whole for scheduling this hearing on my behalf. And a very special thanks to the Honorable Muriel E. Bowser, Mayor of our City, for my nomination for reappointment to the Board of Trustees of the University of the District of Columbia (UDC).

I am Carolyn B. Rudd, a three-decade resident of the District of Columbia residing in Ward 4. As President of CRP, Incorporated (CRP), I am pleased to note that in September, we will celebrate 35 successful years in the management consulting industry. Prior to starting CRP, I held management positions at two historically black universities in the metropolitan area, namely Bowie State University and Howard University. Prior to that, I was a faculty member and later a project director at my alma mater, Virginia State University.

From the time I located my office to Connecticut Avenue almost 30 years ago, I have had an eye on UDC. Since CRP's inception, I have hired six UDC graduates, including CRP's longest-serving employee of over 30 years who managed the firm's largest federal government contract. As a result of career mentoring and employment opportunities, all six employees were able to pursue a career path within CRP.

To whom much is given much is expected. I have worked with several community organizations in the District, including Crittenton Services of Greater Washington, the YWCA, the DC Rape Crisis Center, Bright Beginnings, and the Urban Alliance. Other examples of my local community involvement include serving on the boards of Family Matters of Greater Washington, the Religious Coalition for Reproductive Choice, Leadership Greater Washington, the DC Commission for Women, and the DC Chamber of Commerce.

As a current member of the Board of Trustees of UDC, I can offer an awareness of issues and challenges affecting higher education attributable to numerous relevant experiences and accomplishments.

I believe that I can continue to contribute to the Board of Trustees because of my diverse and successful experience as a faculty member, an administrator, a fundraiser, a proposal developer with knowledge of federal agencies, and an entrepreneur operating in a market of high technology and innovation. I can also contribute to the Board of Trustees by working collaboratively with the other Board members as I have done in my first term. Additionally, I think my understanding of the higher education landscape, including accreditation, administration and governance, curriculum and teaching, as well as the general philosophy of higher education with a focus on students of color will prove beneficial to my continued success and effectiveness on the Board.

Since I was appointed to the Board of Trustees in 2018, I have been committed to enhancing UDC's reputation and stature as a "pacesetter in urban education." As an example, I serve dual roles on the Board of Trustees of the UDC Foundation and as a member of the University's Board of Trustees. As the liaison between the UDC Foundation and Board, I have worked closely with Office of Advancement staff in strengthening the Foundation's profile and fundraising capacity. As the recently appointed chair of the Operations Committee of the Board of Trustees, my work involves providing oversight to the institution's infrastructure needs, such as renovations,

construction, and other capital improvements. As a member of the Student Outcomes Committee of the Board of Trustees, I provide leadership and input on UDC's efforts to measure student learning and effective instruction in response to increased demands for accountability. I will also provide continuity in the University's transition to its new president, Dr. Maurice Edington. I will help Dr. Edington to advance UDC's strategic planning efforts, navigate UDC's institutional culture and forge key relationships with the business community. In addition, based on my experiences, I believe I can make continued and noteworthy contributions to further the legislative mission of the University focusing on multiple institutional imperatives.

More specifically, I am seeking to be re-appointed to the Board of Trustees to build on my proven and tested commitment to UDC and to spearhead institutional priorities including addressing student enrollment and retention, diversifying UDC's revenue streams, and continuing UDC's strategic planning process.

The Board is aware of UDC's declining enrollment trends, which mirror national patterns exacerbated by the pandemic. However, the institution's enrollment figures for this Spring 2023 were slightly higher than last Spring's numbers. Recognizing how enrollment is a significant driver of institutional revenue, I will work diligently and aggressively with other Board members and UDC administrators to attract and retain students.

I plan to work with Office of Advancement staff in building on the philanthropic momentum the University has experienced over the past couple of years. Last year, my contributions included a fundraising brief my staff prepared (pro bono) that outlined fundraising strategies for increasing private philanthropic support at UDC. In addition, as a former chair of the DC Chamber of Commerce and as a former member of the Greater Washington Board of Trade, I am prepared to leverage my relationships with the business community to increase the scope and impact of private fundraising at the institution.

Currently, a new five-year strategic plan is being developed that builds on UDC's first Equity Imperative (2018-2022). I have contributed to the planning and design of the plan and will be closely involved in the Board of Trustees' review and approval of the plan scheduled at our September meeting.

In closing, UDC is poised and well-positioned to be a leader among our nation's Historically Black Colleges and Universities (HBCUs) by meeting the future workforce needs of the Greater Washington region and by making higher education more accessible to marginalized groups. My testimony demonstrates and reaffirms my unswerving commitment to this vision. Equally important, as a Trustee, I will continue to give a 100 plus percent effort to have my tenure contribute to establishing UDC as the Public University Model of Urban Student Success.

Again, thank you to Mayor Bowser for her nomination and to Chairman Mendelson and the Council for your consideration.



OFFICE OF THE GENERAL COUNSEL

Council of the District of Columbia
1350 Pennsylvania Avenue NW, Suite 4
Washington, DC 20004
(202) 724-8026

MEMORANDUM

TO: Chairman Phil Mendelson

FROM: Nicole L. Streeter, General Counsel *NLS*

DATE: August 2, 2023

RE: Legal sufficiency determination for the Board of Trustees of the University of the District of Columbia Dr. Carolyn Rudd Confirmation Resolution of 2023, PR 25-283.

The measure is legally and technically sufficient for Council consideration.

The proposed resolution would confirm the reappointment of Dr. Carolyn Rudd 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 Reorganization Act, approved October 26, 1974 (88 Stat. 1424; D.C. Official Code § 38-1202.01), for a second term to end on May 15, 2028.

I am available if you have any questions.

1 **COMMITTEE PRINT**
2 Committee of the Whole
3 September 19, 2023
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5
6

7 **A PROPOSED RESOLUTION**

8
9 25-283

10
11 **IN THE COUNCIL OF THE DISTRICT OF COLUMBIA**
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14
15

16 To confirm the reappointment of Dr. Carolyn Rudd to the Board of Trustees of the University of
17 the District of Columbia.

18
19 **RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA,** That this
20 resolution may be cited as the “Board of Trustees of the University of the District of Columbia
21 Dr. Carolyn Rudd Confirmation Resolution of 2023”.
22

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

24
25 Dr. Carolyn Rudd
26 Tamarack Street, NW
27 Washington, DC 20012
28 (Ward 4)
29

30 as a member of the Board of Trustees of the University of the District of Columbia, established
31 by section 201 of the District of Columbia Public Postsecondary Education Reorganization Act,
32 approved October 26, 1974 (88 Stat. 1424; D.C. Official Code § 38-1202.01), for a second term
33 to end May 15, 2028.

34 **Sec. 3.** The Council shall transmit a copy of this resolution, upon its adoption, to the
35 nominee, the Board of Trustees of the University of the District of Columbia, and the Office of
36 the Mayor.

37 **Sec. 4.** This resolution shall take effect immediately.