

University of the District of Columbia

President's Report to the Board of Trustees
April 26, 2016

Vision 2020

The last assessment of progress on the implementation of Vision 2020 was done in November, 2014. It indicated that of 570 Action Items tied to the five Vision 2020 goals, 325 had been completed and 229 were "In Progress". My surface review of the 2014 report indicated that little progress had been made since then, and the goals had not been achieved for several reasons, including leadership instability, lack of resources, and lack of prioritization of the foundational work necessary to achieve the stated goals. We will reset the goals and update the work plan beginning this summer.

We have also established ten priorities for FY 15-16 to lay the foundation for success over a five-year period. Below is an update on where we are to date on addressing those priorities.

- **MSCHE** – This was our number one priority. Even though it will not be official until the MSCHE meeting in June, the site review team indicated that we achieved this goal beyond our expectations. All fourteen standards were met and the review team has recommended that we receive eleven commendations. While it was a university wide effort, special credit goes to the Self Study Chair, Dr. Lena Walton, and Acting Chief Academic Officer Dr. Rachel Petty, who had primary responsibility for this goal.
- **Title IV** – The audit which will determine whether this goal is met is currently underway. My sense is that we are well prepared. We are cautiously optimistic about a positive outcome.
- **Union Relationships** – I have gotten more involved in these conversations. Little has occurred on this front since my last report. We have taken the position with UDCFA that we will not negotiate items which, in our opinion, are not required by law to be negotiated. We are awaiting a decision from the DC Public Employee Relations Board on the issue. We have reached a legal impasse with SEIU, however, after meeting with their representatives, I expect that we will soon reach an accord at an upcoming mediation if not before. Last, we are in the final stages of reviewing the provisions of the draft AFSCME agreement before each party moves forward with their respective ratification process.
- **Student Support** – Dr. Latham has hit the ground running. The staff has been reorganized university wide. The counseling and advising operation has been centralized on the first floor of Building 38. Student performance tracking and early warning software has been purchased for the four-year

University of the District of Columbia

campus, and we are working with an innovative consultant to design a similar platform for the community college. Our schedule is aggressive, but we expect the initial implementation of the new student development and success model to begin this summer.

- **Academic Program Assessment and Reorganization** – Now that Dr. Petty is done with MSCHE, she has agreed to work with Dr. Summers to begin this work. They are developing a plan and timetable that will be presented to the Board at the July meeting.
- **Shared Services** – The first phase of transitioning to this business model is complete. The philosophy has been established and 80% of the reporting lines and budgets are in line with the new model. The last 20% will be more challenging because it requires that the individual units trust that central operations can reliably support their needs. The process continues.
- **3 Year Financial Plan** – This goal is on schedule with a working model, built around the four FY 17 budget scenarios submitted to the Mayor, expected by the end of April 2016.
- **Policies and Procedures** –A policy manual, identifying, consolidating and indexing policies university wide is scheduled to be completed by the end of 2016. Procedures are also being collected for clarification and updating. That work should be completed by the end of 2017.
- **Business Processes** – Fixing and updating the business operations is are fundamental to all we seek to achieve. We are making progress, but the work will be ongoing over the next few years. The primary focus is on technology, information systems and student processing. The first wave of work is centered on the areas of Grants Management, Human Resources, Records Management, and Degree Works.
- **Institutional Relationships** - This goal is on track. We have filled the Executive Director of External Affairs position. Ms. Michelle Pourciau started work on April 18. The process of centralization and coordination of our external relationship efforts can now begin in earnest.

Attached is an updated chart on the Plan and Timetable for the 10 priorities. I am recommending that some of the completion dates be changed in light of our experience over the last 10 months.

University of the District of Columbia

Additional Priorities

- 4250 Connecticut – Our developer partner has made the finals, although we are not sure what that means.
- FY 16-17 Budget – You may recall that the Mayor gave us a MARC that effectively reduced our FY 16-17 budget by \$2 million. However, the budget she submitted to the Council increased the FY 17 budget by \$5.2 million as compared to FY 16. It also replaced the FY 15 recurring funds that were funded on a one time basis in FY 16. We will have town hall meetings to vet the priority recommendations of the budget committee. In general, the priorities would be: positions that generate revenue sufficient to cover the respective salary in FY 18, either a COLA or bonus for non-union employees, one-time critical needs.
- CAA or CAO Search – The Committee had its initial meeting Chaired by Dr. Arlene King-Berry. The Search firm is TM2, an affiliate of Thurgood Marshall College Fund.

Activities of Note

- Attended the Council for Aid to Education Board meeting
- Attended the CUWMA Board meeting
- Attended the President's Board of Advisors on HBCUs meeting
- Attended DC Chamber Board meeting
- Attended District Council Performance and Budget Hearings
- Attended Mayor Bowser's State of the District Address
- Attended invitation only round table discussion between HBCU presidents and TIAA leadership
- Attended invitation only meeting of Regional Comprehensive University Presidents at the Aspen Institute
- Attended ANC meeting to greet new ANC representative
- Attended ECC Spring President's conference call(so you attended aconf call?)
- Attended Athletic Hall of Fame Dinner
- Testified at Council Performance
- Testified at Council Budget Hearings
- Testified at Council Dream Act hearing
- Met with the President of the Latin American Youth Center
- Met with representatives from Cisco Academies
- Met with the Vice Chancellor of Chandigarh University of India
- Met with Ministers from Aruba, Dutch West Indies
- Met with representatives of Thurgood Marshall College Fund and the head of DC Public Charter Schools about charter school partnership

University of the District of Columbia

- Met with Alice Rivlin of the Brookings Institute and Walter Smith of Appleseed
- Met with the President of the Washington Regional Association of Grant Makers
- Met with the President of Bernstein Management Corporation
- Met with the head of the Richard Wright Charter School
- Met with the President of the Executive Leadership Council
- Met with President of Montgomery College
- Phone meeting with CEO of Brandman University
- Visited President of Georgia State
- Participated on Aspen Institute Role of Future President's panel
- Was interviewed on Great Day Washington

EXECUTIVE CABINET SYSTEM-WIDE GOALS for 2015 - 2016

GOAL #1	Milestones	Target Dates
Middle States Reaffirmation	Preliminary Report Draft	Completed
	MSCHE Pre-Visit	Completed
	Mock Visit	Completed
	Final Report Submission	Completed
	Site Visit	Completed
	Reaffirmation	6.16

GOAL #2	Milestones	Target Dates
Title IV Good Standing	Internal 14-15 Residency Review	Completed
	Internal Cash Management Review	Completed
	Internal Withdrawal Review	Completed
	Internal Review of 14-15 FA Files	3.16 (2.16)
	A133 Audit	4.16
	16-17 FA Setup	7.16
	Preliminary A133 report	Fall 2016
	Formal A133 Report	Winter 2017

GOAL #3	Milestones	Target Dates
Finalize Productive Union Contract	Pre-meetings	Completed
	UDCFA Proposal to Commence Negotiations	Completed
	AFCME Negotiations 80% Completed	90% Complete
	SEIU Negotiations 70% Completed	80% Complete

GOAL #4	Milestones	Target Dates
Establish University Wide Student Development Success Mechanism	White Paper	Completed
	SDS Governance Committee	6.16 (new)
	Reorganize and Open SDS Center	8.16 (new)
	University Student Success Plan	11.16 (new)
	Phase I Implementation	1.17 (new)

Goal #5	Milestones	Target Dates
Map and Coordinate University Wide Academic Programs	Being reworked	Being reworked

EXECUTIVE CABINET SYSTEM-WIDE GOALS for 2015 - 2016

GOAL #6		
Establish University Wide Shared Services	Milestones	Target Dates
	White paper	Completed
	Structure and Service Levels Recommendations	Completed
	Staffing and Budget Recommendations	6.16 (2.16)
	Implementation (HR, IT, Procurement)	7.16 (2.16)

GOAL #7	Milestones	Target Dates
Three Year Financial Projections	Review Vision 2020 Projections	Completed
	Draft for Review	Completed
	Town Hall Meeting	Completed
	2 nd Round Town Halls	Spring 2016
	Submit to Board	Fall 2016

GOAL #8	Milestones	Target Dates
Update Policies and Procedures	Inventory Policies and Procedures	5.16 (10.15)
	Policy Assessment Complete	6.16 (12. 15)
	50% Policy Revisions Complete	8.16 (4.16)
	100% Policy Revisions Complete	12.16 (8.16)
	Begin Procedures Updates	Fall 2016

GOAL #9	Milestones	Target Dates
Modernize Business Processes	Design OPIE Led Change Process	Completed
	Launch Set #1 Data and Process Reengineering	10.30.15 Spring 2016 Complete
	Launch Set #2 Data and Process Reengineering	12.7.15 Summer 2016 Complete
	Launch Set #3 Data and Process Reengineering	3.7.16 Fall 2016 Complete

GOAL #10	Milestones	Target Dates
Organize and Staff Office of External Affairs	White Paper	Completed
	Recommended Structure	Completed
	Staffing Recommendations	Completed
	Office Staffed and Operating	Completed