

**BOARD OF TRUSTEES
UNIVERSITY OF THE DISTRICT OF COLUMBIA
UDC RESOLUTION NO. 2019 - 27**

SUBJECT: Tenure Approval for Yolandra Plummer, Ph.D., School of Business and Public Administration

WHEREAS, Yolandra Plummer, Ph.D., is currently an Associate Professor in the School of Business and Public Administration (SBPA), and has petitioned the University of the District of Columbia to be granted tenure in the department in which she is qualified; and

WHEREAS, pursuant to 8B DCMR §1462, Mohamad Sepehri, Ph.D., Dean of SBPA, in conjunction with the SBPA Tenure Committee, has conducted a thorough review of Dr. Plummer's background and record of achievements in teaching, scholarship and university and community service, highlights of which are set forth on **Appendix A** attached hereto; and

WHEREAS, Dr. Plummer was judged an outstanding faculty member in the Public Administration program at SBPA with outstanding teaching ratings, who meets the criteria by which University of the District of Columbia faculty are evaluated, based on the 7th Master Agreement, noting she displayed good research productivity and grant acquisition and management; and

WHEREAS, the President and the Chief Academic Officer have affirmed the recommendation of tenure for Dr. Plummer from the Dean and the SBPA Tenure Committee, and the President has forwarded the recommendation for tenure to the Board of Trustees.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees of the University of the District of Columbia approves the award of tenure to Yolandra Plummer Ph.D., School of Business and Public Administration, at the rank of Associate Professor.

Submitted by the Academic and Student Affairs Committee

May 22, 2019

Approved by the Board of Trustees:

June 4, 2019


Christopher Bell
Chairperson of the Board

Appendix A

REPRESENTATIVE ACHIEVEMENTS – TENURE APPOINTMENT

See Documents Attached

UNIVERSITY OF THE
DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF ACADEMIC OFFICER

Lawrence T. Potter, Jr., Ph.D.
Chief Academic Officer

CONFIDENTIAL MEMORANDUM

TO: Ronald Mason, Jr., J.D.
President

FROM: 
Lawrence T. Potter, Jr., Ph.D.
Chief Academic Officer

DATE: April 15, 2019

RE: Tenure Recommendation for Dr. Yolandra Plummer

Dear President Mason:

Guided by the *Seventh Master Agreement*, I have reviewed the materials and other supporting documentation of Dr. Plummer for tenure, an applicant holding the rank of Associate Professor in the School of Business and Public Administration (SBPA).

I have reviewed Dr. Plummer's portfolio for tenure to evaluate evidence of significant and relevant achievements in scholarship/creative work, teaching, and service. In addition, I reviewed the self-narrative to ensure there is alignment between the established standards and evidence provided within the portfolio. I arrived at my independent assessment of Dr. Plummer's work after careful consideration of her narrative, record of teaching, scholarly artifacts, service contributions, and students' evaluation of her teaching.

In the domain of teaching, I have concluded that her teaching evaluations, teaching materials, and other assessments show work that meets unit standards for tenure. She has taught undergraduate and graduate within the public administration concentration. Dr. Plummer uses mixed methods in teaching (videos, lecture, case studies) and has received high marks on her student evaluations. Her students appreciate the real-world experiences and comment on how these examples draw them into the subject-matter Dr. Plummer is teaching. Dr. Plummer is certified to teach hybrid and online courses and she has developed a new course, Public Personnel Management, since arriving at UDC. Her greatest strength as a teacher-scholar is teaching.

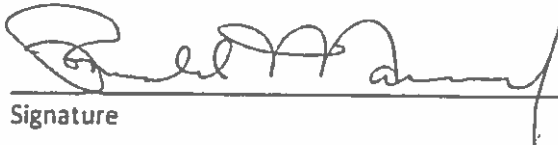
Dr. Plummer's publication record meets unit standards for tenure in terms of grantsmanship and scholarly publications. It is important to underscore the necessity of securing extramural funding to support the research and outreach mission of a School of Business. Since arriving, Dr. Plummer has increased grant funding from \$2M to \$2.9M over a five-year period. As Principal Investigator on various grant projects, Dr. Plummer research interests connects to providing workforce readiness and training for low-income individuals and their families. She has two scholarly publications. These appear in the *International Journal of Economics, Business, and Management Research (IJEEMR)* and the *International Journal of Social Science*, both in 2017. I would encourage Dr. Plummer to dedicate more concentrated efforts in the domain of scholarly publications and developing her research expertise in advance future faculty promotion opportunities. Having a clear balance between extramural funding and peer-reviewed scholarly publications will be important.

Dr. Plummer's service meets unit standards for tenure in terms of her contributions to the university, SBPA, and the department. She advises graduate students in the MPA capstone, has served on several grant review committees at the local and national levels, and serves on the District of Columbia's Supported Independent Living Council. I would encourage Dr. Plummer to become more engaged with service at the university-wide level and her profession as she considers future faculty promotion opportunities. Service to the university and beyond will be critical in demonstrating active engagement to the university and community.

Lastly, I concur with the recommendations of both her dean, Dr. Sepehri and the SBPA's review committee: Dr. Plummer meets the standards for tenure at the University of the District of Columbia. I hereby approve this action and submit her application information for your consideration—I am pleased to provide you with her full portfolio upon request.

Enclosure: Tenure Recommendation for Dr. Yolandra Plummer

I, Ronald Mason, Jr., President of UDC, do hereby APPROVE DENY the recommended award of tenure for Associate Professor Yolandra Plummer.



Signature

5.8.19

Date

Comments: _____

January 15, 2018

TO: President/CAO Ronald Mason

RE: Tenure Recommendation – Dr. Yolandra Plummer

Dear President Mason,

The SBPA Tenure and Promotion Committee has reviewed the tenure portfolio and application for Dr. Yolandra Plummer, Associate Professor of Public Administration. The committee supports her application and has recommended granting tenure to Dr. Plummer.

Dr. Plummer is a valuable member of the Public Administration program, SBPA, and UDC. Her recent peer-reviewed journal (PRJ) publications enhances her academic and scholarly accomplishments. This is augmented by her solid teaching evaluation and records. Yolandra is always ready to help the school and the university whenever she is needed.

Dr. Plummer is the Director/Administrator of the PATH and POWER grant programs. She manages and maintains the grants and makes sure the university is following the grant's delicate requirements and policies. The grant helps the university to engage with the local communities and the DC government. She prepares periodic reports for the DC Government and newsletters for the community at large. The SBPA faculty are also invited to help with some of the projects utilizing their professional expertise. This helps to demonstrate the positive impact of the UDC-SBPA on the DC communities.

Dr. Plummer is well qualified to support SBPA's endeavor for NASPA accreditation. She will be an asset to SBPA and UDC as we strive to fulfill our vision of high achievement and accomplishment. I recommend her highly.

Respectfully,



Mohamad Sepehri, Dean
SBPA

November 5, 2018

Dean Mohamad Sepehri, Ph.D.
School of Business and Public Administration
University of the District of Columbia

RE: Tenure Recommendation Letter for Associate Professor, Dr. Yolandra Plummer

Dear Dean Sepehri:

It is with the greatest enthusiasm that the SBPA Tenure Committee is taking this opportunity to submit its tenure evaluation and recommendation letter regarding Dr. Yolandra Plummer's application for tenure in the Public Administration program at the School of Business and Public Administration at the University of the District of Columbia. She has been serving as an associate professor on tenure track in the Public Administration program at the SBPA since 2013. The committee is writing to provide you with its highest recommendation for Dr. Yolandra Plummer to be tenured at the rank of associate professor.

Dr. Plummer meets all of the criteria for tenure established by the School of Business and Public Administration at the University of the District of Columbia. Please, see the table below for details (page 2).

Dr. Plumber is an outstanding faculty member in the Public Administration program at the School of Business and Public Administration at the University of the District of Columbia. Her teaching ratings are outstanding. Her research productivity is very good, having authored two peer-reviewed articles in refereed journals and many reports on the PATHS program to the Government of the District of Columbia since the year 2010. She is highly respected and is professionally very active.

We give Dr. Plummer our highest recommendation for tenure in the rank of associate professor.

Please feel free to contact us should we be of further assistance.

Sincerely Yours,

SBPA Tenure Committee

Drs. Julius Anyu, Paul Bachman, Jian Hua, Michael Tannen, Mohamad Sepehri (ex-officio / non-voting), Sergey Ivanov – Chair

EDUCATION

Ph.D. Howard University, Washington, D.C., Political Science and Public Administration (2005)

M.P.A University of the District of Columbia, Washington, D.C., Public Administration (1998)

B.A. Howard University, Washington, D.C., Journalism and Multicultural Studies (1989)

GRANT AWARDS

District of Columbia (D.C.) Department of Human Services (DHS), November 2012 - present
Economic Security Administration (ESA); (\$2.9M)

- Successfully increased grant funding from \$2M to \$2.9 over a five year performance period;
- Administer a job skills training program for over 1000 District residents receiving Temporary Assistance for Needy Families (TANF) for five (5) years;
- Manage 11 staff and 20 vendors and/or contractors;
- Monitor four (4) community based programs on teen pregnancy prevention, domestic and community violence, home visit and family-to-family mentoring;
- Oversee the grant solicitation and review process for DHS, ESA grants for domestic violence, family to family and home visits;
- Co-sponsored three Annual Capacity and Technical Assistance symposiums with the District of Columbia Department of Human Services (DHS), Economic Services Administration (ESA) for 25+ community-based organizations;
- Administer five professional certification programs (Hospitality, Child Development Associate (CDA), Certified Nursing Assistant (CNA), Home Health Aide (HHA) and Microsoft Office) for 1,000 TANF customers annually.
- Maintained an 85% placement rate for employment in Hospitality.
- Engage in community partnerships with PEPCO utility company, AmeriHealth and Delta Sigma Theta to serve TANF customers.

GRANT REVIEW EXPERIENCE

- **United Way of the National Capital Area and District of Columbia** **Grant Reviewer**
Office of the Deputy Mayor for Education
 2018-19 Out of School Time Grant Competition June 22 – July 21 2018
- **District of Columbia Office of the State Superintendent of Education (OSSE), Office of Public Charter School Financing and Support, Division of Systems and Supports, K-12 2019 Scholarship for Opportunity and Results (SOAR) Act** **Grant Reviewer**
June 26-July 13, 2018
- **United Way of the National Capital Area and District of Columbia Office of the Deputy Mayor for Education** **Grant Reviewer**
 2018 Coordinating Entity for the Out of School Time Grants February – March 2018
- **District of Columbia Office on Aging (DCOA)** **Grant Reviewer**
 2018 Senior Villages Competitive Grant September 2017
- **District of Columbia Government Executive Office of the Mayor (EOM) Grant Scorer**
 2018 Immigrant Justice Legal Services (IJLS) September 2017
- **District of Columbia Department of Human Services, Economic Security Administration (ESA)** **Chair**
 2018 Domestic Violence Program August 2017
- **District of Columbia Office of the State Superintendent (OSSE)** **Grant Reviewer**
 2018 Adult Family Literacy Act May – June 2017
- **District of Columbia Department of Human Services (DHS), Economic Monitor Security Administration (ESA)**
 Home Visit Program Grant Review 2015-present
- **Corporation for National and Community Service (CNCS)** **External Grant Reviewer**
 October 17-November 8, 2013-2014 RSVP Competition October–November 2013

- **Department of Health and Human Services (DHHS)** **Grant Reviewer**
Health Resources and Services Administration (HRSA)
 - February 7-February 11, 2012; Affordable Care Act (ACA): Capital Development-Immediate Facility Improvements Grant Program
 - January 17-January 19, 2012; Affordable Care Act (ACA): Capital Development Building-Capacity Grant Program
 - April 18-April 20, 2011; Affordable Care Act (ACA): School-Based Health Center Capital Program (Week Two)
 - April 4-6, 2011- Affordable Care Act (ACA): School-Based Health Center Capital Program (Week One)

- **Avon Foundation Breast Care Fund** **Grant Reviewer**
September 18 – October 18, 2006

- **North American Management Company** **Grant Reviewer**
United States Housing and Urban Development (HUD)
 - August 2006, HUD's ROSS Resident Service Delivery Models--Elderly (RSDM-Elderly) Initial Screening review
 - August 23 –25, 2004, HUD's Section 8-Mainstream Threshold review
 - September 13-17, 2004, HUD's ROSS Resident Service Delivery Models--Elderly (RSDM-Elderly) Initial Screening review
 - November 1-10, 2004, HUD ROSS RSDM-Family Services Technical review

- The United States Department of Labor (DOL),** **Grant Reviewer**
Employment and Training Administration (ETA)
 - May 20 – June 1, 2004; Faith Based Community Organizations
 - April-June 2001; H-1B Training by Workforce Investment Boards

- The District of Columbia's Department of Human Services (DHS)** **Grant Administrator**
 - April -June 2002; Adult Basic Education (ABE) program
 - May-June 2003; D.C. Fatherhood Initiative (DCFI)

PROFESSIONAL EXPERIENCE**Medical Transportation Management (MTM), Washington, DC
Program Director**

2007 – 2012

- Managed the District of Columbia's first non-emergency medical transportation (NEMT) program for Medicaid-eligible residents with a \$30M budget.
- Directed a team of 25.
- Collaborated daily with the District of Columbia Department of Health Care Finance (DHCF), Department on Disability Services (DDS) and Department of Mental Health (DMH) to resolve service delivery issues.
- Served as the HIPAA Privacy Officer.
- Promoted the use of public transportation as a choice for individuals to integrate into the community.
- Conducted workshops with families and group home providers to demonstrate how travel training enabled individuals to integrate into the community and accomplish their goals, preferences and maintain their lifestyle.
- Conducted more than 200 education and outreach meetings with stakeholders and 60 facilities.
- Managed a 15 person Customer Service Center (CSC) and Quality Management processes.
- Ensured team members used People First and Respectful language in the Customer Service Center.

**Department on Disability Services (DDS), Washington, D.C.
Chief of Staff**

- Led agency daily operations to include person-centered thinking moreover, planning to comply with the court orders of the Evans v. Government of the District of Columbia.
- Directed 10 managers. Responded to mayoral and court requests.
- Represented the Administrator on committees and task forces.
- Met with key stakeholders to resolve complaints and issues.

2005- 2007

DHS, Department on Disability Services, Washington, D.C.

2003 - 2005

Program Coordinator

- Supervised four staff.
- Collaborated with the city's human service and supportive services government agencies to enhance the city's disability service delivery system.
- Wrote monthly progress reports for surrogate-decision making and other court ordered activities.
- Implemented an agency wide policy on assistive and adaptive devices.

DHS, Office of Special Initiatives, Washington, D.C.

2002 to 2003

Special Assistant

- Managed 14 adult basic education (ABE) grants totaling more than \$3M.
- Provided technical assistance to grantee organizations.
- Recommended and implemented quality improvements in the office's policies and priorities.
- Wrote ABE program regulations and guidelines.
- Developed the selection criteria for grantee awards.

DHS, Office of the Director, Washington, D.C.

2001 to 2002

Capital City Fellow

- Completed agency rotations on adult literacy, fatherhood and employment.
- Served as the agency lead on wraparound services for District of Columbia Public Schools.
- Represented the Director at committee meetings and supported for the development of the agency's strategic business goals.

U.S. Department of Labor (DOL), Washington, D.C.

2000 to 2001

Senior Policy Analyst

- Served as a technical expert for the H-1B training program.
- Published policy and procedural guidelines for the training program objectives.
- Prepared program status reports for review at all levels of the DOL.
- Developed and implemented outreach strategies for community-based organizations geared towards workforce development.

ACADEMIC EXPERIENCE**University of the District of Columbia, Washington, DC**

2012- present

Associate Professor

- Teach, mentor and perform service to students in the Masters of Public Administration program;
- Develop and instruct hybrid and face-to-face graduate courses: Political Economy in Public Administration, Government and Business Relations, Management of Government Organizations and Advanced Public Personnel;
- Develop and instruct face-to-face and hybrid undergraduate courses: Introduction to Public Personnel;
- Serve as a faculty advisor to graduate students in public administration.

Director

2012-present

School of Business and Public Administration**Institute of Human Service Delivery**

- Serve as the Principal Investigator for the Paving Access Trails for Higher Security (PATHS) program.
- Oversee a \$2.9 million grant that offers job skills training to District residents receiving Temporary Assistance for Needy Families (TANF) benefits.

The program is a partnership between the District of Columbia Department of Human Services (DHS), Economic Security Administration (ESA) and University of the District of Columbia (UDC) School of Business and Public Administration (SBPA).

- Develop strategies to remove barriers such as unemployment, job skills, domestic and community violence, medical and mental health care, transportation, childcare, criminal history, financial and digital literacy, housing and as needed.
- Monitor job skills training workshops for customers to ensure compliance with Individual Responsibility Plans (IRPs).
- Ensure that Case Managers apply consumer-driven and person-centered thinking.
- Engage in grants management and funded research.
- Serve as co-chair of an annual symposium.

COURSES DEVELOPED AND TAUGHT

Traditional-Face-to-Face and Hybrid

- o Management of Government Organizations Fall 2013
- o Management of Metropolitan Governments Summer 2018
- o Public Personnel Management Fall 2016; Fall 2017
- o Political Economy of Public Administration Spring 2017; Spring 2018
- o Advanced Public Personnel Management Spring 2014; Spring 2015
- o Government Business Relations Fall 2014; Fall 2015
- o Intergovernmental Relations Spring 2016

INVITED SPEAKING ENGAGEMENTS/WORKSHOPS

Panelist. District of Columbia “Elevate8,” September 4, 2018 Washington, DC

Invited Speaker: District of Columbia Children’s Trust Fund Parent Summit Workshop:
 “How Do You Use Your Money” (April 2016) Washington, DC

SERVICE

- Co-chair, DHS Annual Capacity Building Symposium 2013-present
- Institutional Review Board (IRB) Member 2013-present

PROFESSIONAL DEVELOPMENT AND TRAINING

- LGBT Cultural Responsiveness Training June 20, 2018
- Person-Centered Counseling Training May 21-22, 2018
- Certificate: Federal Initiatives toward Single IRB Review March 2017
- Certificate: Hiring in Higher Education February 2017
- Certificate: Online Course Dev. & Instruction, Blackboard Inc. 2014
- Certified In-Person Assister (Health Care Exchange) 2013

PUBLICATIONS

- Plummer, Yolandra (September 2017), "*The TANF Program: A Successful Welfare-to-Work Program in the District of Columbia,*" International Journal of Economics, Business Management Review.
- Plummer, Yolandra. (October 2017). "*The Value of the TANF Case Manager,*" International Journal of Social Science.

PROFESSIONAL MEMBERSHIPS

- American Society for Public Administrators (ASPA) 2015 to present

EXECUTIVE BOARD SERVICE

- Quality Trust for Individuals with Intellectual Disabilities 2015 – present
- District of Columbia Supported Independent Living Council 2012 - present

HONORS, AWARDS AND RECOGNITION

National Black Women's Health Study, Boston Univ. 2010
present

Fiscal Impact Statement

TO: The Board of Trustees

FROM: Managing Director of Finance *David A. Franklin*

DATE: May 22, 2019

SUBJECT: Tenure Approval for Yolandra Plummer, Professor in the School of Business & Public Administration

Conclusion

There is no fiscal impact associated with the granting of tenure to Dr. Yolandra Plummer, to the academic rank of Associate Professor in Public Administration, in the School of Business & Public Administration (SBPA). The SBPA's Tenure Committee conducted a thorough tenure evaluation and issued a recommendation to the Dean of SBPA regarding the tenure application of Dr. Plummer.

Background

The SBPA's Tenure Committee and the Dean conducted reviews of Professor Plummer's teaching, scholarship, and service to the University of the District of Columbia (UDC) and concluded that she meets the standards for tenure at UDC, as detailed in their recommendations. The reasons for this recommendation are articulated in the accompanying formal recommendations from the Chief Academic Officer.

Dr. Mohamad Sepehri, Dean of SBPA, the Chief Academic Officer, and the President have all affirmed the recommendation of tenure for Dr. Plummer. The President has forwarded the recommendation for tenure to the Board of Trustees.

Financial Impact

This request is approved based upon the information provided. There are no anticipated risks at this time.