

**BOARD OF TRUSTEES  
UNIVERSITY OF THE DISTRICT OF COLUMBIA  
UDC RESOLUTION NO. 2019 - 42**

**SUBJECT: Extension of the Appointment of Dr. Gwynette P. Lacy as the Acting Associate Dean for Academic Programs and Accreditation, School of Business and Public Administration (SBPA)**

**WHEREAS**, pursuant to 8B DCMR §210.1, the President is authorized to make executive appointments to designated positions in the Educational Service, in accordance with the provisions of 8B DCMR §§210 through 212; and

**WHEREAS**, pursuant to 8B DCMR §212.1, all Deans of academic colleges shall be filled by executive appointment; and

**WHEREAS**, pursuant to 8B DCMR §210.2, each person selected by the President for an executive appointment shall be qualified on a description of their position or their roles and responsibilities and shall be approved by the Executive Committee; and

**WHEREAS**, pursuant to 8B DCMR §§210.4 and 212.3, a person serving in an “acting” status for an executive appointment shall be initially limited to one (1) year from the date the vacancy for such position was created; and

**WHEREAS**, pursuant to 8B DCMR 212.3, the President previously named Dr. Lacy as the Acting Associate Dean of Academic Programs and Accreditation for SBPA; and

**WHEREAS**, pursuant to 8B DCMR §213.3, the Board may approve an extension or renewal of an acting appointment for no more than one (1) additional year due to extenuating circumstances as determined by the Board; and

**WHEREAS**, Dr. Lacy has held administrative and teaching positions in higher education for over 30 years, and she has spent the past year working with SBPA to prepare for accreditation reviews and visits by the Association to Advance Collegiate Schools of Business (AACSB), the Accreditation Council for Business Schools and Programs (ACBSP), and the Network of Schools of Public Policy, Affairs, and Administration (NASPAA); and

**WHEREAS**, the President, Chief Academic Officer and Dean of the School of SBPA wish to have Dr. Lacy continue the accreditation preparatory work and to train and develop high potential faculty to continue this work within SBPA;

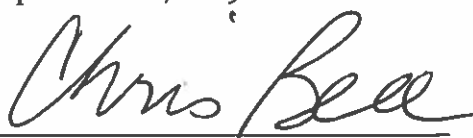
**NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees of the University of the District of Columbia approves the extension of the executive appointment of Dr. Gwynette P. Lacy as the Acting Associate Dean for Academic Programs and Accreditation with the School of Business and Public Administration, effective October 1, 2019, for a period not to exceed one (1) year, consistent with the terms and conditions of the appointment letter.

Submitted by the Executive Committee

September 10, 2019

Ratified by the Board of Trustees:

September 10, 2019

  
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Christopher Bell  
Chairperson of the Board

**TO:** The Board of Trustees  
**FROM:** Managing Director of Finance *David A. Franklin*  
**DATE:** September 4, 2019  
**SUBJECT:** Extension of the Executive Appointment for Dr. Gwynette Lacy

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### **Conclusion**

It is projected that there are sufficient unrestricted funds in the budget allocation of the University of the District of Columbia's FY2020 budget to cover the cost of the salary and benefits associated with the extension of the executive appointment of Dr. Gwynette Lacy as the Acting Associate Dean for Academic Programs and Accreditation in the School of Business and Public Administration (SBPA).

### **Background**

The proposed resolution is to extend the executive appointment of Dr. Gwynette Lacy as the Acting Associate Dean for Academic Programs and Accreditation in the School of Business and Public Administration (SBPA). Dr. Lacy has held administrative and teaching positions in higher education for over 30 years, having served as the Associate Provost, Senior Academic Administrator in the Office of the Vice President for Academic Affairs and Vice President for Administration at Howard University; she served as the Chair of the Management, Labor Relations and Hospitality Department in the School of Business at Howard University; she served as Assistant Dean of Student Services in the School of Business at Howard; and as Director of the Institute for labor-Management Relations and Conflict Resolution in the School of Business at Howard where she directed the MBA graduate program. She has taught in the subject areas of general management, human resources management, organizational behavior, organizational development and change, labor relations, conflict resolution, diversity, and women in management and marketing. Indeed, she is presently a Professor Emerita with Howard University's School of Business. Consistent with our strategic goals, Dr. Lacy has spent the past year assisting SBPA prepare for accreditation reviews by the Association to Advance Collegiate Schools of Business (AACSB), the Accreditation Council for Business Schools and Programs (ACBSP), and the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). It is for these reasons that we wish to retain Dr. Lacy and extend her appointment as the Acting Associate Dean for Academic Programs and Accreditation in SBPA.

## **Financial Impact**

The salary for this extension of executive appointment will be at Grade 3, Step 10 on the non-union administrative salary schedule, paying \$114,941 with related benefits of \$32,183 per year. The employee will continue to be fully eligible for cost of living increases in accordance with applicable University policy. She will also continue to be eligible for and may participate in University of the District of Columbia health insurance, life insurance, retirement, and disability programs in the same manner and under the same conditions as regular administrative employees hired on or about the date of her initial appointment. The University will contribute the equivalent of seven percent (7%) of the employee's salary to her Teacher Insurance Annuity Association (TIAA) retirement. The employee leave accrual rates are as follows: annual leave accrual of seven (7) hours per pay period and sick leave of four (4) hours per pay period.

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

September 3, 2019

TO: Dr. Lawrence Potter, CAO

FROM: Mohamad Sepehri, Dean  
School of Business and Public Administration

CC: Deborah Sullivan, Talent Management

RE: Extension of Acting Associate Dean for Academic Programs and Accreditation  
Executive Appointment

Dear Dr. Potter:

I would like to request to extend the Executive Appointment for Dr. Gwynette Lacy as the School of Business and Public Administration (SBPA), Acting Associate Dean for Academic Programs and Accreditation. Dr. Lacy has the over educational, academic, administrative, and the professional background to fill the position for our immediate need for AACSB accreditation.

Dr. Lacy has held administrative and teaching positions in higher education for over 30 years. Her former positions include serving as the Associate Provost, Senior Academic Administrator in the Office of the Vice President for at Academic Affairs, and Vice President for Administration at Howard University. She served as the Chair of Management, Labor Relations and Hospitality Department in the School of Business at Howard for 6 terms. She also served as Assistant Dean of Student Services of the School of Business. She served as the Director of the Institute for Labor-Management Relations and Conflict Resolution at the School of Business where she directed the MBA graduate program. She has taught in the subject areas of general management, human resource management, organizational behavior, organizational development and change, labor relations, conflict resolution, diversity, and women in management and marketing. She is presently a Professor Emerita at the Howard University School of Business.

Dr. Lacy has prior experience with Association to Advance Collegiate Schools of Business (AACSB) accreditation and she has been a valuable member of the leadership and accreditation team at SBPA. She is also familiar with the SBPA-UDC academic environment and student population. She has been extremely helpful with SBPA's preparation for AACSB, Accreditation Council for Business Schools and Programs (ACBSP), and the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) accreditations, as well as other university services and committees.

Dr. Lacy has been the key member of the Leadership Team at SBPA to help with the refinement of Strategic Plan and to bring it up for the discussion among the stakeholders and the final approval. She has been a key partner in developing and revising the curriculum programs to ensure that SBPA's curriculum offering meet the accreditation requirements as well as the students' need and the business community expectations. She has played a significant role in advising the students and setting them into the right direction.

Dr. Lacy has brought with her, a wealth of knowledge and experience regarding the academic accreditation. Her familiarity with AACSB accreditation has been especially helpful and important. Dr. Lacy has had a meaningful positive impact for the quality of advising, quality of education, and quality of service to SBPA students.

**GWYNETTE P. LACY, Ph.D.**

**SUMMARY OF SKILLS AND INTERESTS**

Dr. Lacy has held administrative and teaching positions in higher education for over 30 years. She has held administrative positions at the University level as Associate Provost, Senior Academic Administrator in the Office of the Vice President for Academic Affairs, and Vice President for Administration at Howard University. She is presently a Professor Emerita at the Howard University School of Business. She served as the Chair of Management, Labor Relations and Hospitality Department in the School of Business at Howard for 6 terms. She also served as Assistant Dean of Student Services of the School of Business. She served as the Director of the Institute for Labor-Management Relations and Conflict Resolution at the School of Business where she directed a MBA graduate program. She has taught in the subject areas of general management, human resource management, organizational behavior, organizational development and change, labor relations, conflict resolution, diversity, and women in management and marketing.

Dr. Lacy is nationally known for her workshops, seminars, training, and consulting in HR management, labor relations, organizational change, conflict resolution and diversity. Clients include the Departments of State, Defense, Agriculture, Energy, Commerce, Veterans' Affairs and Transportation; the Social Security Administration, the National Labor Relations Board and GAO; as well as many private corporations, such as AT&T, Ford Motor Co., Fannie Mae, IIE, the Hospital for Sick Children, and Howard University Hospital, to name a few. She is a member of several professional associations such as the Society of Human Resources, the Industrial Relations Research Association, the Association of Social and Behavioral Scientists, and the Academy of Management.

**EDUCATION**

- Ph.D.** Industrial Relations, Industrial Relations Research Institute, University of Wisconsin (Madison), December 1979.  
Major Concentrations: Human Resource Management/LMR/OD
- M.B.A.** Management/HR, University of Wisconsin (Madison), August, 1974.  
Major Concentration: HR/LMR Minor Concentration: Marketing
- B.A.** Economics and Business, Lincoln University (Pennsylvania), Magna Cum Laude, May, 1972. Major: Economics and Business (Accounting).

**ACADEMIC EXPERIENCE**

- 2015-Pres.** Professor/Chair Emerita.  
Howard University School of Business. Currently teaching Human Resources Management, Management/OB, Honor's Seminar, Labor/Management Relations and Intro-Marketing.
- 2013-Present** Adjunct Professor - UDC - School of Business and Public Administration. Teaching courses in Management & HR.

- 1982 - 2015**      **Chair/Assc. Professor.** Department of Management, Labor Relations, and Hospitality, Howard University, School of Business. Tenured Professor. Teaching, advising, and research in the subject areas of Management, Human Resource Management, Organizational Management, Org. Behavior and Labor Management Relations; hiring, supervision and mentoring of faculty members; recruiting, admissions and managing two academic programs and and 500 students. EEO/Title IX Coordinator.
- 2006-2008**      **Assistant Dean, School of Business, Howard University.** Responsible for the following: recruitment and admissions, student advising, freshmen orientation and graduation clearance, honor's, student development/job placement, suspensions and readmissions, teaching evaluations. EEO/Title IX Coordinator.
- 1994-6, 2000-2**      **Titles: Associate Provost, Senior Academic Administrator and Vice President for Administration/HU.** On leave from the faculty to serve two administrations in the management of Howard University. Instrumental in strategic planning, advising, accreditation, faculty development, Title IX, recruitment and admissions, enrollment management, budgeting.
- 1990 - 2000**      **Senior Fellow.** George Washington University, Center for Excellence in Municipal Management. Training, development and research for D.C. Gov. and COG for managers, principals and administrators for certification as City Managers.
- 1979 - 1982**      **Director & Assistant Professor.** Institute for Labor-Management Relations, School of Business, Howard University. Director of program designed to train professionals in the field of labor relations. Responsibilities included development of a graduate program in labor relations, developing and implementing training and research programs, and recruitment of graduate students. Promoted to Associate Professor with tenure and Chair, 1982.
- 1976 - 1979**      **Instructor.** School of Business, Howard University, Washington, D.C. Taught subjects in Organizational Behavior, Personnel Management and Industrial Relations. Also was Seminar Leader - "Women in Management Program," a grant of national significance.

#### **NON-ACADEMIC EXPERIENCE**

- 1980 - Present**      **Consultant, Private Practice.** Provide training and consulting in management, HR Management, labor relations and organizational development. Clients include - U.S. Departments of Defense, Agriculture and Commerce; Washington, DC Government and the City of Baltimore, Ford Motor Co., AT&T, Harvey & Company; Fannie Mae, Howard Univ. Hospital, and others.
- 1980 - 1982**      **Program Manager, Consultant.** Management, Human Resources and EEO, **U.S. Department of Agriculture Graduate School**, Washington, D.C. Coordinated, marketed and instructed training courses in all aspects of management to government employees.

- 1977 - 1979      **Employee Development Specialist, Consultant.** Maritime Administrative, U.S. Department of Commerce, Washington, D.C. Developed and coordinated training programs for entire agency. Involved interviewing instructors, selecting courses, writing course descriptions and manuals, scheduling courses, developing new courses, conducting pilot training programs, and teaching courses.
- 1973 - 1974      **Management Analyst.** Department of Administration, State of Wisconsin, Madison, Wisconsin. Reviewed and evaluated federally funded programs and drafted fuel conservation guidelines.
- 1972 - 1973      **Accountant - Auditor.** U.S. General Accounting Office, Washington, D.C. Audited Federal programs in the following areas: defense, international lending institutions, postal service and labor contracts.

### PROFESSIONAL MEMBERSHIPS

- Society for the Advancement of Management
- Association of Management
- Industrial Relations Research Association
- Golden Key National Honor Society
- Beta Gamma Sigma Business Honor Society
- Omicron Delta Epsilon International Honor Society
- Association of Social and Behavioral Scientists
- Delta Sigma Pi Business Fraternity

### PUBLICATIONS, PRESENTATIONS AND COMPLETED RESEARCH

Book Chapter (2). Strategic Planning for Small Business Owners. in **Enhancing the Managerial DNA of Your Small Business**, (Business Expert Press, New York, NY), 2014.

"Strategic Planning for Diversity Programs and/or Committees," presented at the National Conference on Race and Ethnicity in Higher Education (NCORE), May 31, 2012, Seattle, Washington.

Dr. Gwynette Lacy, along with Dr. Paul Wallace - "Needs Assessment: An Effective Tool for Developing Training Programs for Health Care Managers," in press.

"Strategic Management for Dental School Chairpersons," at the Annual Conference, National Association of American Dental Schools, April 1, 2000, Wash., D.C.

"Workforce 2000: Diversity Issues and their Impact on Managerial Practices and the Arbitration Process" published in the Journal of Individual Employment Rights, Vol. 2 No. 4, Winter, 1994.

"Managing Workforce Diversity (MWD): An Effective Training Program for Managers," Society for Advancement of Management (SAM), 1992.

"The Use of MBO in Educational Institutions," Proceedings: Annual Conference of the Association of Management, August, 1990.

"The Use of MBO to Evaluate Faculty and Administrators in an Academic Environment," National Issues in Higher Education, February, 1989.



"Effective Time Management for Academic Chairpersons," National Issues in Higher Education, Vol. 28, February, 1988.

"The Role of Blacks in Federal Sector Labor Unions," Alliance, February, 1988.

"Women in Management: Opportunities, Barriers, and Training Needs," Human Resources Management and Organizational Behavior Journal, November, 1987.

"How to Develop Strategies for Using Time Effectively in Your Business," Minorities and Women in Business, July/August, 1987.

"Women in Management: Opportunities and Challenges," OMOWE Journal, Spring, 1987.

"An Assessment of Attitudes Toward Women as Managers," Journal of Social and Behavioral Science, Vol. 33, No. 1, Winter, 1987.

"How to Develop Strategies for Using Time Effectively in Your Business," Profits, Vol. 14, No. 5, September/October, 1986.

#### REFERENCES

Ms. Patricia Roberson-Saunders, Ph.D.  
Endowed Chair for Entrepreneurship  
Johnson C. Smith University  
[REDACTED]

Ms. Elaine Cambosos, JD, MBA  
Attorney at Law  
[REDACTED]

Coach Aki L. Thomas  
University of Maryland  
Baltimore County (UMBC)  
[REDACTED]

Dr. Laura Fleet  
Chair, Department of Organizational Communications  
John H. Johnson School of Communications  
Howard University, Washington, DC 20059  
[REDACTED]

Dr. Subodh Kulkarni-[REDACTED]  
Chair, Department of Management, Howard University School of Business



**University of the District of Columbia  
Job Description**

**Job Title:** Associate Dean for Academic Programs and Accreditation,  
School of Business and Public Administration  
**Occupational Series/Pay Plan/Grade:** DS301/0058/03  
**FLSA:** Exempt  
**Job Code:** 701019  
**Union Status:** Non-Union

**GENERAL DESCRIPTION OF THE JOB:**

*The Associate Dean for Academic Programs and Accreditation* provides administrative, operational and programmatic oversight for all business and public administration programs, including the current and future certificates offered by the School of Business and Public Administration (SBPA) on campus, off campus, or hybrid/blended. He or she will closely collaborate with the dean on all matters related to AACSB accreditation including management of full and part time faculty qualification requirements to meet AACSB standards, management of faculty sufficiency and deployment of standards in all undergraduate and graduate programs assessment/assurance of learning (AOL). The associate dean will also coordinate and manage the faculty evaluation process with the department chairs, based on established College and University guidelines and procedures in a shared governance and collegial work environment.

**ESSENTIAL DUTIES & RESPONSIBILITIES:**

- The Associate Dean is expected to serve as an independent and impartial advocate for all SBPA departments and programs, support the SBPA faculty in designing student-focused academic programs and activities that significantly improve job opportunities and student placement, champion the development and delivery of blended and online courses and academic programs staffed by AACSB-qualified faculty who are well-trained in teaching with technology, and ensuring that the availability and allocation of resources support various programs, non-degree program, and certificates to meet the strategic needs of the School and the mission of the University.
- The Associate Dean reports to the Dean of the SBPA and participates in school-level strategic planning activities to ensure that SBPA's degree programs meet and stay at the leading edge of business education. He or she will lead a comprehensive series of activities and initiatives that ensure successful delivery of innovative and market-relevant degree programs as well as future executive education and professional certificate programs to meet the needs of students and employers in greater Washington, DC and nationally. The Associate Dean will serve as a member of the School's leadership team and, when needed, represents the School of Business and Public Administration on appropriate school and university committees.
- This is a high impact position and for a highly motivated individual who will make a difference from day one, enjoys leading change in a dynamic business environment, and

takes pride in taking a great School to the next level of excellence. The Associate Dean for Academic Programs and Accreditation will help the dean to supervise academic program support staff members and to coordinate AACSB accreditation. Together, the team is expected to take the School's graduate and undergraduate education program offerings to the next level of success—qualitatively through offering market-relevant programs staffed by well qualified faculty, and quantitatively by increasing enrollment.

- The Associate Dean will be encouraging and leading faculty and staff to foster curricular innovations and high quality teaching in all SBPA programs; collaborating with deans and associate deans at other UDC sister-Schools to create market-relevant joint programs; leading the development of new degree programs in collaboration with chairs and faculty; leading the development of non-degree executive education and certificate programs in collaboration with chairs and faculty; managing all current and future off-campus degree programs; monitoring national and international trends in business education and raising the profile of School of Business and Public Administration by active involvement in business education associations; co-managing new faculty onboarding; managing the annual and periodic evaluation of all faculty based on established university and college guidelines and procedures; collaborating with the dean to build relationships with other educational institutions; and enticing alumni and corporate support of graduate and executive education programs.
- A primary aspect of the position is focused on closely collaborating with the Dean and the accreditation team to coordinate all ongoing AACSB accreditation activities leading to successful initial accreditation and continuous improvement reviews (maintenance of accreditation); management of AACSB faculty qualifications, faculty sufficiency, and faculty deployment standards in all undergraduate and graduate courses; coordinating with the department chairs to manage the appointment of full and part time faculty to classes in order to maintain the required AACSB participating/contributing faculty ratios and all sufficiency ratios; monitoring AACSB faculty qualification standards for all full/part time faculty at the School of Business and Public Administration (in collaboration with department chairs and associate dean for graduate programs) to ensure faculty sufficiency and qualification standards are met in all undergraduate and graduate programs; management and monitoring AACSB qualification status of part-time faculty assigned to undergraduate/graduate programs on/off campus; and identifying and encouraging participation in professional development activities for faculty to ensure progress towards success in meeting AACSB faculty qualification;
- The Associate Dean will manage and lead the continuous improvement and revisions of existing curricula based on AOL assessment results and for continued market relevance to ensure the School's degree offerings prepare students for outstanding professional careers, and that the SBPA education programs remain competitive; working closely with department chairs to address issues related to sufficient and timely course offerings and staffing of all graduate classes on/off campus by AACSB-qualified faculty; supporting co-curricular activities for students; class scheduling and staffing by AACSB qualified faculty, in coordination with the department chairs; managing the assurance of

learning, assessment, and curriculum development (closing the loop) process in coordination with faculty committees.

- The Associate Dean will be keeping the dean fully apprised on various initiatives, curricular issues, and any other university and/or college policy developments and on one-time or recurring duties which may be assigned by the dean and will undertake other related duties as assigned by the Dean.

#### **MINIMUM JOB REQUIREMENTS:**

- Terminal Degree from an AACSB-accredited institution in a “business” discipline represented within the SBPA;
- Qualifications equivalent to an associate or full professor in a “business” department within the School of Business and Public Administration;
- Meeting AACSB Scholarly Academic (SA) or Professionally Academic (PA) qualification as prescribed by the College’s requirement at the time of hire, and maintaining SA and PA qualifications based on the College’s current/future requirements;
- Significant and successful administrative experience, financial acumen, and proven leadership skills;
- Previous leadership experiences in positions with responsibilities that include supervision and evaluation of personnel;
- Excellent organizational, interpersonal, and communication skills;
- Establishing and maintaining professional and cooperative working relationships with administrators, faculty, and staff;
- Commitment to work collaboratively with staff and faculty in other Colleges in pursuit of joint degree and non-degree programs;
- Commitment to work effectively in a multicultural/multiethnic environment;
- Evidence of commitment to teaching, research, and service;
- Understanding of AACSB International accreditation and processes;
- Understanding of assurance of learning (AOL) and assessment process;
- Providing equal representation for all departments within the SBPA and offering impartial advice to the Dean when evaluating

#### **Desired Qualifications:**

- Administrative experience at an AACSB-accredited School/College of Business;
- Earned tenure and promoted to a higher rank at an AACSB-accredited School/College of Business;
- Familiarity with faculty collaboration and curriculum development;
- Experience in faculty retention, tenure and promotion process and with AACSB faculty qualifications, deployment, and sufficiency standards;
- Experience with Assessment, AACSB Assurance of Learning and Closing the Loop (Curriculum Management)

- Dedication to students, commitment to excellence in creating and providing student support services and ensuring student success.
- Candidates should have a strong commitment to undergraduate and graduate teaching.
- Commitment to working in a collaborative environment with other team members.
- Exceptional interpersonal communication and management skills necessary to promote programs and to sustain strong student enrollment.

**STANDARDS & EXPECTATIONS:**

**1. Expectations of the job:**

Work consists of a variety of complex inter-related tasks. The Incumbent is expected to function with considerable independence on all assignments and to use initiative and seasoned judgment in arriving at sound conclusions and recommendations. Recurring contacts are made with students, staff members, faculty, administrators and the public, as well as with staff of institutions are University partners. Contacts are established to open channels of communication and acquire information for decision-making and disseminations to others. Normal physical dexterity is required. The work is generally performed in an office setting.

**2. Development and Counseling:**

Employee is expected to participate in activities that will help in the development of his/her career, and help in the performance of the job. Employee may seek counseling from the immediate supervisor.

**3. Training:**

Training is available to help improve the skill and knowledge level, and for updates on the latest techniques, methods and theories that are being used in the industry.

**4. Knowledge of UDC Rules and Regulations:**

The position requires a solid understanding of the policies and procedures of the Board of Trustees, the University, as well as applicable Federal and D.C. government laws. The university provides all training required by OSHA to ensure employee safety.

The University of the District of Columbia is an Equal Opportunity Employer (EOE).

Note: The University reserves the right to change or reassign job duties as provided in policy and negotiated agreements.

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Employee Signature

\_\_\_\_\_  
Date

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Print Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

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Print Name

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Date