

**BOARD OF TRUSTEES
UNIVERSITY OF THE DISTRICT OF COLUMBIA
UDC RESOLUTION NO. 2025 - 36**

**SUBJECT: APPOINTMENT OF FRENKA RIVERS AS CHIEF OF STAFF AND
DIRECTOR OF BOARD OPERATIONS AT THE UNIVERSITY OF THE
DISTRICT OF COLUMBIA**

WHEREAS, pursuant to 8B DCMR §210.2 the President is authorized to make executive appointments to designated positions in the Education Service in accordance with the provisions of 8B DCMR §§210 through 212; 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 §208.1, the Board determines executive compensation for administrators and non-administrators at Grade Level 1A and above, upon recommendation of the President through the Executive Committee or appropriate committee as determined by the Board Chair; and

WHEREAS, Frenika Rivers has been recommended to serve as Chief of Staff and Director of Board Operations based on her knowledge, past accomplishments and experience, and;

WHEREAS, after review of her credentials, it has been determined that Frenika Rivers is well qualified for such position and that the recommended salary adequately reflects the job duties and experience.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of the District of Columbia approves the appointment of Frenika Rivers as Chief of Staff and Director of Board Operations effective September 22, 2025, consistent with the terms and conditions of her appointment letter.

Submitted by the Operations Committee:

September 15, 2025

Approved by the Board of Trustees:

September 16, 2025



Warner H. Session
Chairperson of the Board



Maurice D. Edington, Ph.D.
President

September 15, 2025

Frenika Rivers
[REDACTED]

Re: Executive Appointment, Chief of Staff and Director of Board Operations at the University of the District of Columbia

Dear Frenika Rivers:

I am pleased to offer you an executive appointment as **Chief of Staff and Director of Board Operations**, at the University of the District of Columbia effective **September 22, 2025**, pending Board of Trustees approval. Pursuant to applicable District of Columbia law, an executive appointment as Chief of Staff and Director of Board Operations is “at will,” which means that the appointment may be terminated at any time without appeal or right to compensation, because you serve at the pleasure of the President. As Chief of Staff and Director of Board Operations, you will perform the duties and responsibilities of the position as directed by the President, University of the District of Columbia.

Your salary under this appointment will be **\$179,448 (Grade 1A, Step 8)** on the non-union Administrative Salary Schedule. You will be fully eligible for cost-of-living increases in accordance with the applicable University policy. You will also be eligible for and may participate in the 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 this appointment. The University will contribute seven percent (7%) of your salary to your Teachers Insurance Annuity and Association (TIAA) retirement account. Your leave accrual rates are as follows: annual leave accrual, six and half (6.5) hours per pay period, and sick leave accrual, three and half (3.5) hours per pay period, subject to university guidelines.

Please indicate your acceptance of this offer by signing and returning this letter to recruit@udc.edu within three (3) business days. This offer is contingent upon the completion of a full background check. To begin your background check, you must complete and submit the online application that you will receive directly from HireRight. If you do not receive an email from HireRight within seven (7) days, please contact Sequoia Diggs at (202) 274- 5380.

Sincerely,

Maurice D. Edington, Ph.D.
President

ASPIRE. ACCOMPLISH. TAKE ON THE WORLD.

4200 Connecticut Avenue, NW — Washington, District of Columbia 20008
Phone: 202.274.6016 ▪ www.udc.edu ▪ Facsimile: 202.274.5304

cc: Shawn Celio, VP of Human Resources
Official Personnel File

I accept the terms and conditions of the foregoing executive appointment as Chief of Staff and Director of Board Operations at the University of the District of Columbia.



9-15-2015

Name

Date

ASPIRE. ACCOMPLISH. TAKE ON THE WORLD.

4200 Connecticut Avenue, NW — Washington, District of Columbia 20008
Phone: 202.274.6016 ▪ www.udc.edu ▪ Facsimile: 202.274.5304



University of the District of Columbia

Job Classification Description

Job Title: Chief of Staff and Director of
Board Operations

FLSA: Exempt

Occupational Series/Pay Plan/Grade: AD0301/0058/Grade:01A

CBA Status: Non- Union

Job Code: 003957

GENERAL DESCRIPTION OF THE JOB:

The Chief of Staff reports to the President and serves as a member of the President's Executive Cabinet. The Chief of Staff is responsible for the overall efficient operations of the Office of the President, including advising and supporting senior leaders and conferring on all matters related to the University. The incumbent provides support to the President in his role as ex-officio of the Board of Trustees and serves as a liaison to internal and external constituents. The Chief of Staff assists the President in developing and monitoring the progress of the University's institutional goals and strategic plan and takes the necessary steps to ensure appropriate measures are taken to ensure results or correct unsatisfactory progress. The Chief of Staff handles a wide range of institutional matters and provides direct oversight of critical functions, including strategic planning, and special initiatives, Board of Trustee operations (Board Secretary), and special events.

ESSENTIAL DUTIES & RESPONSIBILITIES:

- Oversees all operations of the Office of the President, including oversight of budgets, administration, and policies and procedures. Responsible for providing leadership and advice to senior leadership; Provides oversight, leadership, and supervision of the Director of Strategic Operations, Board Secretary, Executive Support staff, and Events Director.
- Provides leadership by establishing priorities, determining appropriate implementation actions, and providing oversight and monitoring to ensure actions are taken regarding UDC programs and initiatives. Provides coordination and oversight in the development of defined core initiatives.
- Manages all facets of daily operations of the Office of the President, ensuring compliance with University, state, and federal laws, policies, regulations, and operating agreements.
- Serves as the President's primary strategic liaison with UDC faculty, staff, student governance groups, and the community at large; coordinates communication between the President and other senior officers at UDC.
- Oversees institutional and strategic planning, policy development, and problem resolution.
- Serves as chief aide and liaison to the UDC Board of Trustees on matters not directly handled by the President; assists in relationship building with various Board members

and handles program support activities and matters of institutional significance for the Board on behalf of the President.

- Provides integrated policy analysis and strategic consultation to the President and senior management on major issues affecting UDC.
- Coordinates special projects on behalf of the President, which may often involve the senior management at UDC.
- Prepares and contributes to the preparation of reports, briefings, presentations, and responses on institutional and strategic issues.
- Performs other related duties as assigned.

MINIMUM JOB REQUIREMENTS:

- Bachelor's degree from an accredited institution required, Master's degree preferred.
- Minimum of five (5) years of full-time administrative, executive-level leadership experience with proven success in higher education or other complex organizations.
- Experience in consulting and operations with strong interpersonal skills and expertise to drive productive collaboration to drive success.
- Specialization in the areas of experience management, strategic planning, operations, and finance.

REQUIRED COMPETENCIES:

- Expert knowledge and skill to analyze and resolve conflicts in policy and program objectives or problems that may occur in very complex or controversial transactions involving negotiations.
- Ability to organize and lead academic operations and cultivate a student-centered environment that promotes excellence.
- Demonstrated abilities in communication and interpersonal skills that will enable the successful candidate to effectively represent the institution with internal and external constituencies.
- Demonstrated success in fostering collaboration, openness, and responsiveness.
- Demonstrated skills in fiscal management and resource development.
- Extensive experience in managing, leading, and providing direction to a diverse professional and administrative staff in academia.

STANDARDS & EXPECTATIONS:

Expectations of the job

Incumbent functions under the general direction of the President of the University of the District of Columbia. The supervisor provides direction with assignments in terms of broadly defined mission or functions. The incumbent has responsibility for planning, designing, and carrying out tasks, projects, or other work independently. Results of the work are considered as technically authoritative and are normally

accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program or project objectives, effect of advice and influence of the overall program.

Guidelines consist of general administrative and operational policies, manuals directives and regulations, program goals and objectives, management, organization, and policy theories. Further, the incumbent receives guidance through the rules and resolutions of the Board of Trustees, University of the District of Columbia, as well as pertinent public laws that may affect the operations of the University.

The incumbent is required to be innovative and to exercise sound judgment in selecting the appropriate guidelines and in the interpretation and adaptation to matters under study. Assignments require performing a broad range of university-wide management duties involving operational management, probing, innovative analysis of program effectiveness and recommendation of new, specialized processes to eliminate or control operational risks. As a recognized leader, the incumbent provides solutions to difficult and controversial problems that may occur.

Personal contacts are both internal and external with senior officials from Government, the University, and the public and private sectors. Contacts are for the purpose of providing and receiving information, interpreting regulations and guidelines, and gaining approval.

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.

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.

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.

Physical Demands

The work may be sedentary. However, the work requires standing for an extended period, bending, reaching, and carrying light items such as books and papers.

Work Environment

The work includes the everyday risks and discomforts of an office setting.

Note: The University provides all training required by OSHA to ensure employee safety, The University reserves the right to change or reassign job duties as provided in policy and negotiated agreements.

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

Classification and Compensation Representative

Date

Vice President, Human Resources

Date

Version Date: : 8/23/2025

Frenika Rivers

Professional Summary

A mission-driven leader focused on identifying opportunities, removing obstacles and barriers to ensure key stakeholders needs are met with excellence. A self-motivated individual who effectively manages multiple responsibilities and competing priorities with a willingness to learn and demonstrated adaptability.

Education

- **Ph.D., Professional Practice** – *In progress, expected 2028* – Eastern University, St. Davids, PA
 - **M.A., Sociology, Practice and Research** – American University, Washington, DC
 - **M.A., Theology** – Wesley Theological Seminary, Washington, DC
 - **B.A., Urban Economic Development** – Eastern University, St. Davids, PA
-

Professional Experience

University of the District of Columbia, Washington, DC

April 2020 – Present

Board Secretary & Special Assistant to the President

September 2024 – Present

- Serve as the primary liaison between the Board of Trustees and students, faculty, staff, and external stakeholders.
- Manage Board operations, including agenda development, meeting compliance with open records laws, and trustee orientation.
- Oversee documentation, resolutions, and communications for governance processes.
- Support strategic projects, including the launch of the University's 2025–2029 Strategic Plan.
- Coordinate trustee elections, student trustee onboarding, and alumni trustee engagement.

Assistant Dean, Student Services, College of Arts and Sciences

May 2023 – August 2024

- Implemented student success programming to increase retention.
- Served as primary contact for student concerns, including grades, coursework, and financial challenges.

Executive Secretary, Board of Trustees

April 2020 – April 2023

- Supervised the digitization the Board records. Maintained and updated the Board of Trustees website by using Google Cloud Platform and WordPress platforms
- Initiated and supervised efforts to revise the orientation process for new Trustees, including the student and alumni Trustees.

- Managed the Board's meeting schedules and agenda. Ensure that meeting agenda, etc. comply with open records laws. Coordinate each Board meeting and committee meeting.
- Implemented assessments to capture requested Board of Trustee metrics.
- Handled sensitive and highly confidential information on the Board's behalf.

Accrediting Council for Independent Colleges and Schools, Washington, DC
November 2013 – March 2016

Accreditation and Institutional Support Coordinator

November 2015 – March 2016

- Processed student and faculty complaints received regarding career colleges and collaborated with administrative committees, travel staff, and the board of directors regarding the disposition of complaints based on specific policies outlined in course catalogs.
- Assisted with the management and facilitation of the evaluator training process and updated evaluator training literature.

Accreditation Coordinator

November 2013 – November 2015

- Served as the direct point of contact for member institutions and accreditation evaluators in connection with on-campus evaluation audits.
- Coordinated the preparation of evaluation outcomes with accreditation staff.
- Researched policy issues relevant to career education and presented findings at annual board meetings.
- Analyzed, summarized, and reported out research findings based on annual and periodic reports and trends in higher education and accreditation.
- Led research on correlations between teach-outs and employment statistics.

Wesley Theological Seminary, Washington, DC

February 2007 – February 2017

Interim Executive Assistant, Office of Development

September 2016 – February 2017

- Maintained donor database for institutional advancement staff.
- Participated in fundraising activities and administrative functions related to the operations of the office.

Executive Assistant to the Dean

January 2012 - October 2013

- Served as a liaison with the Community Life and Residence Life offices on projects related to student life and faculty engagement.
- Assisted on and implemented special projects and academic initiatives that supported student success and student engagement.
- Supported the Office in its work to improve the experiences of students and faculty for three separate Deans in a 21-month period.
- Coordinated with the Office of the Registrar to support the creation of the academic schedules and necessary updates to the course catalog.

- Assisted the office with the sequencing of course offerings and through the coordination of faculty scheduling.
- Assisted in the marketing of new academic courses created based on student and faculty interest.

Teaching Assistant, Sociology of Religion

January 2010 – August 2012

Program Administrator, Church and Neighborhood Partnerships

January 2011 – January 2012

- Assisted in grant writing projects through hands-on data collection and research.
- Provided follow-up and assistance to church administrative leaders.
- Led and consulted on operations for a downtown living-learning community housing, including oversight of student supports and community engagement.

Administrative Assistant, Lewis Center for Church Leadership

February 2007 – December 2010

- Devised programmatic strategies and large-scale events, nurturing critical relationships with vendors, universities, and key community organizations to deliver improved benefits for 6 cohorts of young pastors.
- Participated in brainstorming sessions for *50 Ways* literature, a pamphlet encouraging church congregations to grow engagement through practical, actionable strategies.

OTHER WORK EXPERIENCE

American Association for Laboratory Accreditation

April 2018-March 2020

Accreditation Officer, Calibration Department

- Primary point of contact with over 100 assigned calibration laboratories and 15 subject matter experts.
- Created and presented a calibration specific ISO 17025 accreditation training.
- Reviewed and clarified assessment reports for content, quality, and readability in technical writing.

PRESENTATIONS

- “Faculty engagement correlates to the sense of belonging for students.” College of Arts and Sciences, Teaching and Learning Roundtable, University of the District of Columbia, 2024.
- “Societal Views of Artificial Intelligence as a Deity: Seen Through the Eyes of the Digital News Reader.” Frenika Rivers and Dr. Ernesto Castañeda. Eastern Sociological Society, 2024.
- “Creating a Circle of Trust in All of Your Circles.” National Association of Presidential Assistants in Higher Education, 2025.

TRAINING AND CERTIFICATIONS

- Godly Play, 2023
- Rising Higher Education Leaders Fellowship (EAB), 2024
- HERS Executive Coaching Circles participant, 2024

- Board Professional Certificate (AGB), 2025
- Nurturing Children Through Worship and Prayer, 2025

PROFESSIONAL AND VOLUNTEER AFFILIATIONS

- Member, DC Sociological Society
- Member, Association for the Sociology of Religion
- Member, Association of Governing Boards
- Member, National Association of Presidential Assistants in Higher Education
- Volunteer, Girl Scouts, Nation's Capital

Fiscal Impact Statement

To: The Board of Trustees

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

Date: September 15, 2025

Subject: Executive Appointment of Frenika Rivers as the Chief of Staff and Director of Board Operations

Conclusion

It is projected that there are sufficient unrestricted funds in the University of the District of Columbia's FY2025 budget—and beyond—to cover the cost of the salary and benefits associated with the appointment of the Chief of Staff and Director of Board Operations. The role will report to the President and be a member of the President's Executive Cabinet.

Background

The proposed resolution is to appoint Ms. Frenika Rivers as the Chief of Staff and Director of Board Operations. Ms. Rivers appointment will be effective September 22, 2025. This appointment is an "at will" appointment, serving at the pleasure of the President and terminable at any time without appeal or right to compensation.

Financial Impact

The salary for this appointment will be Grade 1A, Step 8 on the non-union administrative salary schedule, paying \$179,448 per year, with related benefits of \$46,656.48. The employee will continue to be fully eligible for cost-of-living increases in accordance with applicable University policy.

Ms. Rivers will also continue to be eligible for and may participate in the 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 their initial appointment. The University will contribute the equivalent of seven percent (7%) of the employee's salary to their Teacher Insurance Annuity Association (TIAA) retirement. The employee leave accrual rates are as follows: annual leave accrual of six and a half (6.5) hours per pay period and sick leave of three and a half (3.5) hours per pay period.

There are no anticipated risks at this time