

**BOARD OF TRUSTEES  
UNIVERSITY OF THE DISTRICT OF COLUMBIA  
UDC RESOLUTION NO. 2024 - 05**

**SUBJECT: APPROVAL OF THE “DELIVERING ON THE PROMISE” STRATEGIC PLAN**

**WHEREAS**, pursuant to D.C Code §38-12-2.06 (2)(B), the Board of Trustees (“Board”) is charged with preparing, and from time to time revising long range plans for the development of the University, including the type and scope of programs offered and envisioned, as well as the plan for the development, expansion, integration, coordination and efficient use of the facilities, physical plant, curricula and standards of public postsecondary education; and making such plans available to the public, the Council of the District of Columbia (“Council”) and the Mayor for a period of not less than (60) days prior to its implementation, as well as holding hearings in public forums as may be necessary to receive public response and comments on such plans; and

**WHEREAS**, the University determined that there is a need for a new strategic plan that addresses the current needs of the University and will regenerate the University as a public higher education model of urban student success; and

**WHEREAS**, the University held a series of strategic planning discussions with internal and external stakeholders to receive input which has been incorporated into the development of the strategic plan; and

**WHEREAS**, the University leadership has developed the strategic plan with three overarching goals: (1) Identity: Solidify and celebrate our identity as the District’s high-quality, accessible, public university, building upon our legacy as a proud HBCU; (2) Experience: Engage with and serve all members of its community to ensure they are provided meaningful opportunities to learn, develop and thrive; (3) Partnerships: Embrace mission-aligned, sustainable and impactful partnerships as a key element of our academic mission and shared success.

**WHEREAS**, the “Delivering on the Promise” Strategic Plan shall replace and supersede the updated Equity Imperative Strategic Plan approved February 25, 2020; and

**WHEREAS**, it is the judgment of the Board that the “Delivering on the Promise” Strategic Plan provides a vision for the University that is in accordance with the University’s mission and is designed to transform the University into a powerful source of hope, education, creativity, research and urban resilience.

**NOW THEREFORE, BE IT RESOLVED** that the Board hereby approves the “Delivering on the Promise” Strategic Plan, attached as Appendix A, and further authorizes the President, to send the “Delivering the Promise” Strategic Plan to the District of Columbia Council, the Mayor and make available to the public for 60 days. prior to implementation of the “Delivering on the Promise Strategic Plan” as approved.

Submitted by the Operations Committee

February 5, 2024

Approved by the Board of Trustees:

February 6, 2024

*Christopher D. Bell*

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Christopher D. Bell

Chairperson of the Board

# Appendix A

**Memorandum**

**TO:** Board of Trustees

**FROM:** Kelly McMurray, Chief of Staff/Senior Vice President

**DATE:** February 6, 2024

**SUBJECT:** Executive Summary - UDC Strategic Plan

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**Summary**

Following the completion of the Equity Imperative Strategic Plan, the University began the work to establish a new strategic plan in 2022. Supported by an external consultant, LINK Strategic Partners, the process was completed in three phases. During the first phase, the University engaged in a comprehensive assessment to review and analyze data and solicit feedback from internal and external stakeholders. In phase two, the University developed goals and subgoals based on the assessment and feedback. During phase three, the new President, Dr. Maurice Edington arrived, aligned his strategic priorities with the goals, and engaged stakeholders to communicate the framework of his priorities and vision. Additionally, the University held a series of strategic planning discussions with internal and external stakeholders, modified the framework based on feedback, and developed the final plan.

The 2024-2029 strategic plan lays out our aspirations for the next five years. The plan is guided by nine (9) strategic priorities: (1) Increase student success outcomes; (2) Enhance academic and workforce development programs; (3) Promote the institutional reputation and brand; (4) Enhance student life and the campus culture; (5) Foster faculty and staff excellence; (6) Increase operational efficiency and effectiveness; (7) Increase fundraising; (8) Increase research capacity; and (9) Increase outreach and engagement efforts. To aid in achieving our aspirations, each goal identifies ambitious initiatives and metrics to guide the University and its stakeholders in *Delivering on the Promise*:

- of being a world-class flagship university for the nation's capital;
- of being a national model for urban student success;
- of being the District's workforce and economic mobility engine;
- of being a research and innovation hub addressing the District's critical needs; and
- of uniting all university stakeholders in support of a shared vision for One UDC.



The overall impact and success of our strategic plan will be measured by the following anticipated outcomes by 2029:

- Increase second-year retention rate from 58% to 80%;
- Increase graduation rate from 35% to 65%;
- Increase degrees awarded from 785 to 1,500;
- Increase workforce certificates awarded from 176 to 400;
- Increase enrollment from 3,855 to 6,000;
- Increase student satisfaction from 69% to 90%;
- Increase annual giving from \$3M to \$10M; and
- Increase total research and development (R&D) expenditures from \$10.8M to \$15M.

The President, the Executive Cabinet, and the Senior Leadership Team have affirmed the recommendations within strategic plan.

DRAFT PENDING BOT APPROVAL

# Delivering on the Promise

**2024-2029**  
**Strategic Plan**

UNIVERSITY<sup>OF THE</sup>  
DISTRICT OF  
COLUMBIA  
— 1851





DRAFT PENDING BOT APPROVAL

## VISION

Articulates a bold vision for the future of UDC

## GOALS + OBJECTIVES

Determines how we will achieve the vision

## KPIs + TARGETS

Identifies how we will measure success

## INITIATIVES

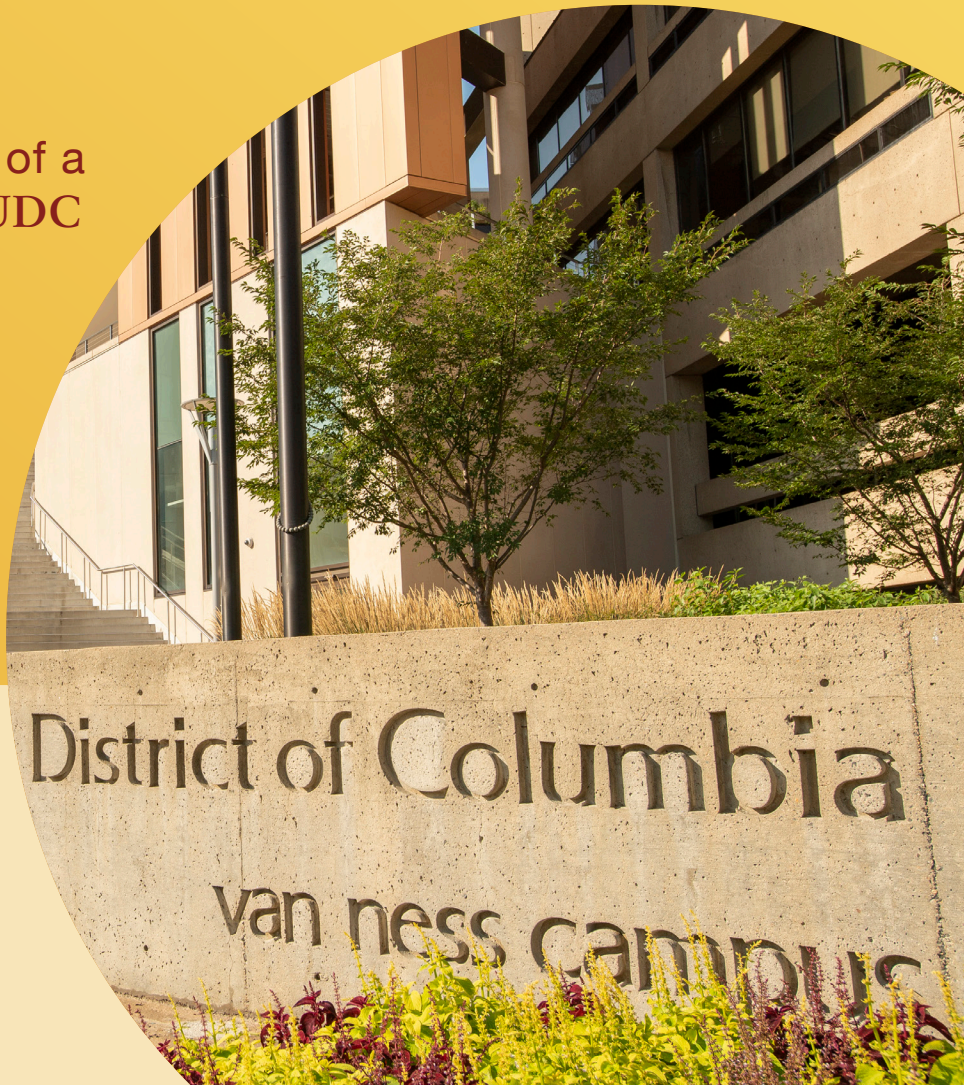
Describes specific actions that will be undertaken



# Delivering on the Promise

DRAFT PENDING BOT APPROVAL

- Of a world-class flagship university for the nation's capital
- Of being a national model for urban student success
- Of being the District's workforce and economic mobility engine
- Of being a research and innovation hub addressing the District's critical needs
- Of uniting all university stakeholders in support of a shared vision for ONE UDC



# GUIDING METRICS



## DRAFT PENDING BOT APPROVAL UDC STRATEGIC PLAN KEY PERFORMANCE INDICATORS

METRIC	BASELINE	BY 2029
Second-Year Retention Rate (Combined for Associate and Bachelor's Degree-Seeking Students)	58%	80%
Graduation Rate (Combined for Associate and Bachelor's Degree-Seeking Students)	35%	65%
Degrees Awarded	785	1,500
Workforce Certificates Awarded	176	400
Enrollment	3,855	6,000
Student Satisfaction Rate	69%	90%
Annual Giving	\$3M	\$10M
Total Research & Development (R&D) Expenditures	\$10.8M	\$15M



## ALIGNMENT WITH MAYOR BOWSER'S DC'S COMEBACK PLAN

UDC STRATEGIC PLAN FOCUS AREAS	DC'S COMEBACK PLAN FOCUS AREAS		
	SUCCESSFUL BUSINESSES	OPPORTUNITY RICH NEIGHBORHOODS	THRIVING PEOPLE
Student Success Outcomes	X		X
Academic Program Quality and Workforce Alignment	X	X	X
Institutional Reputation and Brand			X
Student Life/Campus Culture	X		
Faculty and Staff Excellence	X		X
Operational Efficiency/Campus Infrastructure	X		
Philanthropy	X		
Research and Innovation	X		
Outreach and Engagement	X	X	X

Mayor Bowser's Comeback Plan intertwines with the UDC Strategic Plan by placing a significant focus on the integral role of education and universities in shaping the future workforce in Washington, DC. Through strategic collaborations, the plans envision universities as vital contributors to workforce development, fostering partnerships that equip students with the skills essential for success in a dynamic job market.

DRAFT PENDING BOT APPROVAL

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## MESSAGE FROM

# DRAFT PENDING BOT APPROVAL

## Mayor Muriel Bowser Washington, DC



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## MESSAGE FROM

# Chairman Phil Mendelson

## Council of the District of Columbia



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## MESSAGE FROM

# Christopher Bell, Esq. BOT APPROVAL

## Board of Trustees, Chair



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MESSAGE FROM

# DRAFT PENDING BOT APPROVAL

## President Edington



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## UDC'S LEGACY

The University of the District of Columbia (UDC) is a unique and essential institution with a storied history, a bright future, and much to offer its students, faculty, staff, alumni, and the broader community. Through a variety of circumstances, UDC is presented with distinctive constraints and opportunities that are unmatched by most institutions of higher education. Understanding these factors and the resulting considerations is vital to any strategic planning process for UDC, as these opportunities and constraints represent the practical framework in which all future plans will be implemented. Beginning with a deep examination of the current circumstances prepares UDC's leadership for the work of translating challenges into possibilities, embracing opportunities, and accomplishing the University's goals.

**Throughout its history, UDC has proven its ability to evolve and adapt to a changing environment and the shifting needs of its community.**

UDC is proudly both an HBCU and the nation's only exclusively urban land-grant University. It primarily functions as a state University but without many of the advantages that would traditionally come from a state system or government. The constraints born of these unique circumstances are a part of UDC's legacy, but so is the ability to transition and transform, ever since its earliest days as Myrtilla Miner Normal School. Unprecedented shifts in higher education over the last few years, including the COVID-19 pandemic and a global reckoning on matters of racial equity, have brought about new cultural and socie-

tal shifts, and once again, UDC must consider how it will respond and adjust as it looks to the future. UDC's previous strategic plan, The Equity Imperative, created a roadmap that has guided it well through recent years. The goals enumerated in The Equity Imperative—establishing a public higher education model of urban student success, increasing the numbers of UDC degrees and credentials awarded, and graduating transformative urban leaders who are lifelong learners have led UDC to make notable progress in these areas. Much has changed since 2018 when The Equity Imperative was launched and now UDC is compelled to embrace its unique role and distinguish itself from regional competitors who clamor for the same market share and limited applicant pool. Informed by current data and extensive stakeholder feedback, this update to The Equity Imperative sets a path for even greater strides toward a UDC that realizes its substantial potential.

As the only public institution of higher education in the nation's capital, UDC is uniquely positioned to establish itself as a nationally recognized model for not only for urban student success but for urban sustainability on numerous fronts in light of its close ties with District communities and schools. While there's real potential behind this vision, UDC also faces formidable obstacles towards this end including the high concentration of other colleges and universities in the DMV region and the impact of the District of Columbia Tuition Assistance Grant (DCTAG) program in attracting local students to these competitors. Similarly, with the prospect of UDC serving as the "state" University for the District of Columbia, there is a much broader market within UDC's sights – families with mid and higher incomes and more



available options for their higher education journey for whom UDC could be the “institution of first choice” for its promise of an affordable, quality education.

Increasing the number of UDC degree and workforce credentials awarded was a multifaceted goal of The Equity Imperative, but a critical ingredient is student recruitment. Potential students consider a multitude of factors as they look for a good fit to further their education, including the school’s reputation in the local community, where they may eventually use their credentials to seek employment. Reputation—an easy-to-cite but harder-to-define factor—has been an issue of concern for UDC in the past and for the moment, UDC continues to wrestle with problems of perception, particularly with District natives who recall years of evolving, short-term leadership, underfunding and stagnant programs. But recent efforts have made great strides in this area. As recently as 2019, UDC was ranked number 48 among HBCUs nationwide but rose quickly to number 30, and has now risen again to the impressive rank of 17 in the 2022 rankings (Source: U.S. News & World Report). UDC was also listed as the top choice on a list of the 15 Best Affordable Mechanical Engineering Degree Programs in 2020 by Affordable Schools.

As UDC continues to pursue excellence through its new strategic plan, it can expect to see even more accolades that turn the tide of reputation. Reputation takes time to build, but UDC is clearly headed in the right direction, and considering this focus was already a part of The Equity Imperative, UDC is poised to respond

to the current climate from an unprecedented position of stability and strength.

UDC retains the aspiration of The Equity Imperative to not just produce well-educated, qualified graduates, but to graduate transformative leaders. UDC Firebirds become alumni who are ready to tackle local and global challenges. Their time at UDC should kindle the flame of leadership and service and fan it into a blaze that can light the way for others. Challenges regarding academic advising or counseling for current students and effective networking and communications for alumni represent opportunities for UDC to become a brighter light to the city and beyond. The students who enroll at UDC are clearly passionate about their choice and actively engaged in institutional efforts for future improvement and growth. These potential ambassadors will be a great resource to UDC if their enthusiasm is supported and channeled toward a common goal.

The process of creating this new strategic framework to guide UDC in the coming years has been thorough and exhaustive. The efforts will be well rewarded with increased clarity of purpose and practical steps to begin the process. It is important to begin, however, by acknowledging that this plan stands on the shoulders of UDC’s impressive history, and The Equity Imperative in particular. With a nod of gratitude back to this legacy, it is time to turn to the future and take the action to write the University’s next chapter.

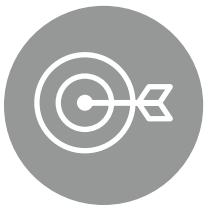
“UDC deserves to be heard.  
We are Firebirds after all.  
We should all soar.”





DRAFT PENDING BOT APPROVAL

# MISSION, VISION, & CORE VALUES



## MISSION

Embracing its essence as a public historically Black urban-focused land-grant university in the nation's capital, UDC is dedicated to serving the needs of the community of the District of Columbia and producing lifelong learners who are transformative leaders in the workforce, government, nonprofit sectors and beyond.



## VISION

Establish UDC as a leading national public urban university through:

1. Excellence in student achievement
2. Strong alignment with local workforce needs
3. Impactful service to the community

# I CORE VALUES

**DRAFT PENDING BOT APPROVAL**

All students will achieve their highest levels of human potential.



**EXCELLENCE**



**COLLABORATION**



**SUSTAINABILITY**



**INNOVATION**



**INTEGRITY**



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## ALIGNMENT OF STRATEGIC PLAN WITH THE PRESIDENT'S VISION

The strategic plan includes three overarching goals which support the President's vision. **The Strategic Planning Goals are: Identity, Experience, and Partnerships.**



### IDENTITY

Solidify and celebrate our identity as the District's high-quality, accessible, public university, building upon our legacy as a proud HBCU.



### EXPERIENCE

Engage all members of its community to ensure they are provided meaningful opportunities to learn, develop and thrive.



### PARTNERSHIPS

Embrace mission-aligned, sustainable and impactful partnerships as a key element of our academic mission and shared success.

The evolution of the three strategic goals was methodical and informed at every step by deep stakeholder engagement and analysis. These goals are adaptable and dynamic, which will take UDC well into the future and allow the flexibility to meet unexpected challenges. Each of these goals uniquely and definitively connects all areas of UDC: all schools, stakeholders, users, facilitators, observers, and partners by showing how they are included, where they intersect, how they can collaborate, what they are getting through their engagement with UDC, and how their efforts will build a stronger overall environment.



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# GOALS, OBJECTIVES, INITIATIVES, & METRICS

## GOAL 1: IDENTITY

Solidify and celebrate our identity as the District's high-quality, accessible, public university, building upon our legacy as a proud HBCU.

### OBJECTIVE 1.1

#### Student Success Outcomes

Establish UDC as a national model for urban student success by increasing completion rates, retention rates, post-graduate outcomes, licensure pass rates, and credential production.

#### INITIATIVES

- Establish a comprehensive Student Success Center and adopt an institutional Student Success Framework
- Restructure academic advisement and expand academic support services
- Implement a strategic enrollment management plan and streamline the registration process
- Increase the use of predictive analytics and early-alert warning systems
- Expand dual enrollment/early college programs

- Increase articulation agreements within the University and between the University and external education partners to foster seamless pathways toward degree completion
- Increase support for scholarships and unmet financial need
- Develop a “UDC Promise” initiative to offer a free community college education for DC residents

#### METRICS

- Retention rates
- Graduation rates
- Degrees and credentials awarded
- Employment outcomes
- Licensure passage rates (Nursing, Education, Law)
- Transfer rates (within and external to UDC)
- Enrollment





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## OBJECTIVE 1.2

### Academic Program Quality and Workforce Development

Enhance academic and workforce development programs to prepare graduates to meet the workforce demands of the District, region, and nation.

#### INITIATIVES

- Develop an Academic Master Plan
- Strengthen alignment between academic programs at the certificate, associate degree, and bachelor's level
- Establish employer partnerships for high-demand workforce development and associate degree programs
- Expand academic program offerings in disciplines that align with the District's current and emerging workforce needs

- Expand internship, research and professional development opportunities
- Implement a robust academic program review process
- Build a high impact course delivery infrastructure that takes pedagogical best practices to scale

#### METRICS

- Number of graduates in high-demand fields
- Number of students participating in internship/research experiences
- Number of employer partnerships
- Employer satisfaction rates

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## OBJECTIVE 1.3

### Institutional Reputation and Brand

Effectively shape and share our story to grow our visibility, recognition and public trust in UDC.

#### INITIATIVES

- Implement a comprehensive university branding and communications plan
- Launch a new university website and content management system (CMS)

- Maintain ongoing engagement and communication with stakeholders and the broader community
- Implement a customer relationship management (CRM) system
- Cultivate and leverage internal and external stakeholder groups to serve as advocates and champions for the university

#### METRICS

- Institutional peer assessment ratings
- Perception survey ratings

# GOAL 2: EXPERIENCE

Engage with and serve all members of its community to ensure they are provided meaningful opportunities to learn, develop and thrive.

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### OBJECTIVE 2.1

#### Student Life/Campus Culture

Provide an engaging, fulfilling and affirming experience for all students through campus life, orientation, communication, traditions, academics, and practical solutions that address their individual need, and foster a sense of belonging.

#### INITIATIVES

- Increase on-campus co-curricular and social engagement opportunities
- Highlight and amplify UDC's HBCU identity, traditions and heritage during campus events

- Leverage University Athletics to enrich the campus culture
- Increase student housing capacity
- Adopt institutional best practices to foster an intentional culture of inclusion
- Regularly solicit and evaluate feedback on student perceptions of student life/campus culture

#### METRICS

- Student satisfaction ratings
- Number of student housing occupants

### OBJECTIVE 2.2

#### Faculty and Staff Excellence

Attract and retain qualified, passionate, and diverse faculty and staff by prioritizing factors that contribute to job satisfaction and well-being.

#### INITIATIVES

- Increase support for faculty and staff professional development and retention initiatives
- Implement an employee recognitions program

- Strengthen the performance management framework
- Implement a comprehensive compensation philosophy and framework

#### METRICS

- Employee satisfaction ratings
- Employee retention rates
- Participants in professional development and training activities

### OBJECTIVE 2.3

#### Operational Efficiency/Campus Infrastructure

Enhance current processes and procedures to ensure efficient, effective, and excellent service in every interaction with UDC for both internal and external stakeholders.

#### INITIATIVES

- Adopt a strategic budgeting model
- Launch a comprehensive Service Excellence initiative
- Implement a comprehensive action plan for upgrading campus facilities and the IT infrastructure

- Implement a Process Improvement Plan to enhance core business processes
- Increase revenue streams from retail, auxiliary services, and paid use of campus facilities
- Implement an institutional compliance and ethics program

#### METRICS

- Customer service ratings
- Revenue generated by use of facilities
- Participants in annual compliance and ethics training events

# GOAL 3: PARTNERSHIPS

Embrace mission-aligned, sustainable and impactful partnerships as a key element of our academic mission and shared success.

## DRAFT PENDING BOT APPROVAL

### OBJECTIVE 3.1

#### Philanthropy

Enhance University Advancement operations to facilitate increased levels of giving from alumni, corporate partners, and friends.

#### INITIATIVES

- Enhance the infrastructure and staff support for fundraising and alumni engagement

- Launch targeted fundraising campaigns
- Establish annual goals for levels of engagement and giving for each key stakeholder group

#### METRICS

- Annual giving
- Annual number of donors by type

### OBJECTIVE 3.2

#### Research and Innovation

Establish UDC as the DC region's go-to research partner by leveraging both our translational research capabilities and teaching and learning prowess to help tackle some of our region's most pressing challenges.

#### INITIATIVES

- Enhance the administrative structure that supports sponsored research
- Increase support and incentives for faculty research, scholarship, and creative activities

- Pursue R2 Carnegie research status
- Identify research thrusts targeted for increased investment and growth

#### METRICS

- R&D expenditures
- Total awards received
- Number of patent applications

### OBJECTIVE 3.3

#### Outreach and Engagement

Broaden UDC's impact through increased outreach and engagement with the education, community and government sectors.

#### INITIATIVES

- Establish an Office of Educational Outreach and Strategic Partnerships
- Develop and expand partnerships with the Office of the State Superintendent of Education (OSSE), DC Public Schools (DCPS), DC Public Charter Schools (DCPCS), and other local education and government entities

- Implement targeted engagement initiatives for alumni, policy makers, local communities, and government agencies
- Expand K-12 outreach initiatives (including the DAWN initiative)

#### METRICS

- Number of active MOUs with strategic partners
- Number of targeted stakeholder engagement activities
- Participants in K-12 outreach activities



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# THE PROCESS

## Phase 1: High-Touch Engagement

The list of stakeholders who were engaged in the strategic planning process is extensive, including those identifying as students at various stages of their academic careers and various life stages; staff and faculty members with a broad range of tenure and varying levels of experience; board members and the executive cabinet, labor leaders, student advocates and staff in advisory roles; alumni from across the region and around the world; community members and community group leaders; civic leaders and representatives from local churches; business leaders and chamber of commerce representatives; and local government officials and representatives. This level of engagement demonstrates UDC's tremendous potential to thrive due to the number of people who are willing to give time and energy to champion UDC's success.

## Phase 2: Strategic Direction and Process Advisement

A diverse range of in-person and virtual opportunities were provided to facilitate participation. Notably, student engagement surpassed expectations, demonstrating an exceptional level of involvement. To maintain transparency and inclusivity, a feedback loop was established, involving regular meetings with the Strategic Planning Working Group and Advisory Council. These groups were comprised of nearly 50 representatives, including student leaders, vice presidents, deans, labor reps, alumni, departmental leads, cabinet representatives, and board members. This array of institutional representatives informed vital planning milestones and ensured diverse perspectives and priorities were reflected throughout the

process, from the many corners of the UDC community. This iterative approach ensured ongoing collaboration and stakeholder input, ultimately shaping the three overarching goals of Identity, UDC Experience, and Partnerships. Subsequently, a number of touchpoints took place, including the Student Council, Campus Listening Sessions, Unit Meetings, First Draft and Town-Hall Meetings, Groups' Input, and Revisions and Completion. These touchpoints served as opportunities for stakeholders to provide input and feedback, ensuring a comprehensive and well-rounded approach to decision-making and completion of the plan.

## Phase 3: The Road to Implementation

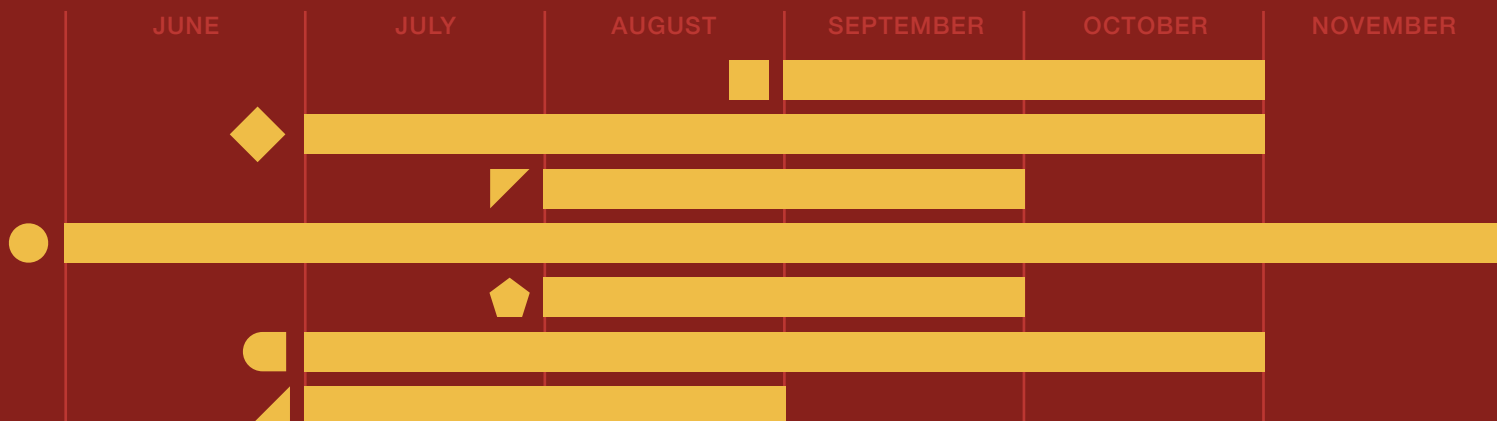
Dr. Maurice Edington's appointment as the 10th President of UDC allowed for the continuation of the commitment to inclusivity in the strategic plan. By aligning the Presidents vision to the strategic priorities, the implementation phase of the plan identified the necessary steps and considerations for effective execution and success measurements. Engaged groups were actively involved in the decision-making process, ensuring a connected and comprehensive approach. This involvement included multiple touchpoints with the Administrative Council, Faculty Senate, Senior Leadership Team, and Dean's Meeting, Senior Leadership Team Retreat, ensuring that key metrics and initiatives received broad ratification. This inclusive and holistic approach paves the way to transform the strategic plan into a living, breathing entity that will serve as a dynamic force to shape the future of UDC.



# BREAKDOWN OF ENGAGEMENT

## PHASE 1 - HIGH-TOUCH ENGAGEMENT 2022

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■ 1,200+ Survey Responses

◆ 120+ Interviews/Focus Groups with key internal and external stakeholders

▴ 18 On-Campus Events (Faculty Development Day, Faculty Senate Meeting, Convocation, Administrative Council)

● 4 Board Meetings

⬠ 4 Office Hours Sessions

◐ 4 Strategic Planning Working Group Meetings

▸ 4 Strategic Planning Advisory Committee Meetings

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JANUARY
FEBRUARY
MARCH
APRIL
MAY

20 | Administrative Council Strategic Planning Retreat

25 | Cabinet Meeting

FEB | Faculty Survey

7 | UDC Board of Trustees

14 | Faculty Senate

3 | Student Leadership Town Hall

15 | Faculty Town Hall

3 | Student Leadership Town Hall

15 | Faculty Town Hall



## PHASE 3 - ALIGNMENT WITH PRESIDENT'S VISION

SEPTEMBER

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August 2023 – Arrival of the 10th President,  
Dr. Maurice Edington

SEPTEMBER

National Alumni Society Leadership Retreat

Administrative Council Meeting

OCTOBER

Faculty Senate Meeting

Senior Leadership Team and Dean's Meeting

Senior Leadership Team Retreat

NOVEMBER

Administrative Council Meeting

Board of Trustees Retreat

American Federation of State, County and Municipal Employees  
(AFSCME) Local 2087 Meeting

Mayor Muriel Bowser

DC Council Chairman Philip Mendelson

DECEMBER

Senior Leadership Team Retreat

Faculty Senate Meeting



# ACKNOWLEDGMENTS

The 2024 – 2029 strategic planning process for UDC was led by three distinct groups composed of the following individuals:

## STRATEGIC PLAN COMMITTEE

- Maurice Edington, Ph.D.,** President
- Patrick Gusman,** Deputy Chief of Staff
- Leeann Hall,** Vice President of Marketing and Communications
- Kelly McMurray, Ph.D.,** Chief of Staff/Senior Vice President
- Maria Byrd,** Associate Vice President, Office of Planning and Institutional Effectiveness

## STRATEGIC PLAN WORKING GROUP

- Ricardo Brown Ph.D.,** Associate Dean Academic Programs and Founding Director, School of Health and Clinical Services, College of Agriculture, Urban Sustainability and Environmental Sciences
- Maria Byrd,** Associate Vice President, Office of Planning and Institutional Effectiveness
- Derrick Jordan,** Coordinator of Employment Outreach
- Letitia Williams, Ph.D.,** Associate Vice President, and Dean of Students
- Kemmell Watson,** Staff Representative, Coordinator of Development, Outreach, Partnerships and Communication
- Herman Prescott,** Assistant Chief Academic Officer for Academic Business
- Latasha Baldwin,** Acting Assistant Vice President of Student Success
- Patrick Gusman,** Deputy Chief of Staff
- Malva Reid,** Assistant Chief Academic Officer for Graduate & Online Education, and Academic Partnership
- Raysa Leer,** Associate Vice President for Financial Affairs
- Dominique Jackson,** Human Resources Specialist
- William Hacker,** Associate Dean of Academic Affairs, UDC Community College
- Phomika Murphy,** Director, Alumni Affairs and Outreach
- Madeline Levy Cruz, M.S.,** Associate Dean, Workforce Development and Lifelong Learning
- Fatma Elshoboksky,** Director of Learning Technology
- Tonya Harris,** Student Representative, Board of Trustees
- Amit Arora, Ph.D.,** Associate Professor, Supply chain Management
- Nailah Williams,** Interim Associate Vice President for Enrollment Service
- Annie Whatley,** Assistant Vice President, External Relations
- Ji Chen,** Assistant Professor, School of Engineering and Applied Sciences



## STRATEGIC PLAN ADVISORY COMMITTEE

**Cristopher Bell**, Chairman of the Board of Trustees

**Ronald Mason, Jr., J.D.**, 9th President of UDC

**Lawrence T. Potter, Jr., Ph.D.**, Chief Academic Officer/Provost & Professor of Speech Pathology

**William U. Latham, Ph.D.**, Chief Student Development and Success Officer

**Avis Russell, Esq.**, General Counsel

**Twinette Johnson, J.D.**, Dean, David A. Clarke School of Law (UDC Law)

**April Massey, Ph.D.**, Dean, College of Arts and Sciences

**Marlyn Hamilton, Ph.D.**, Dean, UDC Community College

**Devdas Shetty, Ph.D., P.E.**, Dean, School of Engineering and Applied Sciences

**Mohamad Sepehri, Ph.D.**, Dean, School of Business and Public Administration

**Dwane Jones, Ph.D.**, Dean, College of Agriculture, Urban Sustainability and Environmental Sciences

**Mashonda Smith, Ph.D.**, Dean, Workforce Development and Lifelong Learning

**Victor McCrary, Ph.D.**, Vice President for Research

**Rodney Trapp**, Vice President of University Advancement

**Suresh Murugan**, Vice President of Information Technology, CIO, Office of Information Technology

**Leeann Hall**, Vice President of Marketing and Communications

**Javier Dussan**, Vice President for Facilities and Real Estate Management

**LaVerne Gooding-Jones**, Secretary, Nursing and Allied Health, AECME President, Local 2087

**Albert Pearsall III**, Faculty Association President / Assistant Professor of Business, UDC Community College

**Arlene King-Berry, J.D.**, Faculty Senate President / Professor Special Education

**Bernard Grayson**, UDC National Alumni Society, President

**Brent Thigpen**, Student Government Association, President



# STATEMENTS OF SUPPORT

## DRAFT PENDING BOT APPROVAL



**“Ro eum aliquiae maio ducienihil eumquiatem quidi ratur sint videmnia consent, sit et, ut quam il ipitate sus rerspita, comnis quatur as volupta sundiat quaestiorro illiae voluptiae nate vent quistio enitat derrum.”**

–First Last, Title



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–First Last, Title



DRAFT PENDING BOT APPROVAL



# DRAFT PENDING BOT APPROVAL



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UDC.edu



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**Delivering on  
the Promise**

UNIVERSITY<sup>OF THE</sup>  
DISTRICT OF  
COLUMBIA  
— 1851

**TO:** Board of Trustees

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

**DATE:** February 6, 2024

**SUBJECT:** FIS – UDC Strategic Plan

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### **Conclusion**

It is concluded that there is no fiscal impact related to establishing the new UDC strategic plan.

### **Background**

Following the completion of the Equity Imperative Strategic Plan, the University began the work to establish a new strategic plan in 2022. Supported by an external consultant, LINK Strategic Partners, the process was completed in three phases. During the first phase, the University engaged in a comprehensive assessment to review and analyze data and solicit feedback from internal and external stakeholders. In phase two, the University developed goals and subgoals based on the assessment and feedback. During phase three, the new President, Dr. Maurice Edington arrived, aligned his strategic priorities with the goals, and engaged stakeholders to communicate the framework of his priorities and vision. Additionally, the University held a series of strategic planning discussions with internal and external stakeholders, modified the framework based on feedback, and developed the final plan.

The 2024-2029 strategic plan lays out our aspirations for the next five years. The plan is guided by nine (9) strategic priorities: (1) Increase student success outcomes; (2) Enhance academic and workforce development programs; (3) Promote the institutional reputation and brand; (4) Enhance student life and the campus culture; (5) Foster faculty and staff excellence; (6) Increase operational efficiency and effectiveness; (7) Increase fundraising; (8) Increase research capacity; and (9) Increase outreach and engagement efforts. To aid in achieving our aspirations, each goal identifies ambitious initiatives and metrics to guide the University and its stakeholders in *Delivering on the Promise*:

- of being a world-class flagship university for the nation's capital;
- of being a national model for urban student success;
- of being the District's workforce and economic mobility engine;
- of being a research and innovation hub addressing the District's critical needs; and
- of uniting all university stakeholders in support of a shared vision for One UDC.

The overall impact and success of our strategic plan will be measured by the following anticipated outcomes by 2029:

- Increase second-year retention rate from 58% to 80%;
- Increase graduation rate from 35% to 65%;
- Increase degrees awarded from 785 to 1,500;
- Increase workforce certificates awarded from 176 to 400;
- Increase enrollment from 3,855 to 6,000;
- Increase student satisfaction from 69% to 90%;
- Increase annual giving from \$3M to \$10M; and
- Increase total research and development (R&D) expenditures from \$10.8M to \$15M.

The President, the Executive Cabinet, and the Senior Leadership Team have affirmed the recommendations within strategic plan.

### **Fiscal Impact**

There is no anticipated fiscal impact nor any anticipated financial risks at this time.