

**BOARD OF TRUSTEES  
UNIVERSITY OF THE DISTRICT OF COLUMBIA  
UDC RESOLUTION NO. 2023 - 17**

**SUBJECT: TENURE APPROVAL FOR RAQUEL BROWN-GASTON, J.D., SCHOOL OF BUSINESS & PUBLIC ADMINISTRATION**

**WHEREAS**, pursuant to D.C. Code §38-1202.06(3), the Board of Trustees is authorized to establish or approve policies and procedures governing admissions, curricula, programs, graduation, the awarding of degrees, and general policy making for the components of the University; and

**WHEREAS**, Professor Raquel Brown-Gaston, J.D., Associate Professor of Business Management in the School of Business & Public Administration (SBPA) of the University of the District of Columbia (University), has petitioned the University to be granted tenure in the department in which she is qualified; and

**WHEREAS**, pursuant to 8B DCMR §1462, Dr. Mohamad Sepehri, Dean of SBPA, in conjunction with the Department of Management faculty and the SBPA Promotion and Tenure Committee, have all conducted a thorough review of Professor Brown-Gaston's academic background and records of achievement in teaching, scholarship, and university and community service and have recommended her for tenure at the rank of Associate Professor; and

**WHEREAS**, they judged Professor Brown-Gaston to be an impressive professor with the knowledge and skills in her field who meets the criteria by which University of the District of Columbia faculty are evaluated, based on the 8<sup>th</sup> Master Agreement, including her teaching effectiveness, emerging research and scholarly works, expertise, and community engagement, all of which make her an asset to UDC; and

**WHEREAS**, the Chief Academic Officer and the President have affirmed the recommendation of tenure for Professor Brown-Gaston from Dean Sepehri, the Department of Management faculty and the SBPA Promotion and 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 Raquel Brown-Gaston, School of Business & Public Administration, at the rank of Associate Professor.

Submitted by the Academic & Student Affairs Committee:

May 31, 2023

Approved by the Board of Trustees:

June 8, 2023



Christopher D. Bell  
Chairperson of the Board

LAWRENCE T. POTTER, JR., Ph.D.  
CHIEF ACADEMIC OFFICER

CONFIDENTIAL MEMORANDUM

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

FROM:   
Chief Academic Officer

DATE: April 30, 2023

RE: Recommendation: Professor Raquel Brown-Gaston for tenure

President Mason:

Guided by the *Eight Master Agreement* and criteria established by the School of Business & Public Administration (SBPA) for promotion and tenure, I have reviewed the portfolio and supporting documentation submitted by **Dr. Raquel Brown-Gaston for tenure**.

As Chief Academic Officer, my review aims to evaluate evidence of significant and relevant achievements in scholarship/creative work, teaching, and service. In addition, I review the self-narrative to ensure alignment between established standards and evidence provided within the portfolio. I review each applicant after the files have been reviewed by the Chair, DEPC, CPC, Dean, and URC (in cases where an appeal is filed). Based on a holistic review of recommendations and the file, I make an independent recommendation to you for consideration.

Professor Brown-Gaston was appointed tenure-track Associate Professor in August 2018 with only one year of credit toward tenure. **Professor Brown-Gaston is now applying for tenure. For two of the past three years, she has received annual evaluation cumulative scores of 4, 3, and 3.**

Chair: **Strongly Recommended**

DEPC: **Strongly Recommended**

CPC: **N/A**

Dean: **Recommended (1 of 1)**

**TEACHING:** The **SBPA Promotion and Tenure Committee** states, "*The portfolio shows exemplary teaching activities at UDC, at both the undergraduate and graduate levels, including many extracurricular SBPA-related activities.*" It is unclear what evidence the committee used in making this statement. The portfolio provides nearly 100 pages of scanned end-of-course evaluations, bar charts, and tables associated with the scores and comments students made at the end of courses. The courses appear to reach back into Professor Brown-Gaston's time as an adjunct. The tenure evaluation does not consider evaluations used before she began the tenure clock. While many of the student comments are positive, there are many illuminating comments from students that suggest Professor Brown-Gaston was not always as effective as she states; examples from the fall of 2021 illustrated the challenges that students faced in the remote environment. Despite some of these comments, most were positive about Professor Brown-Gaston's teaching methods and materials. In her narrative,

Professor Brown-Gaston does provide good evidence of specific teaching practices, techniques, and activities—and how they influenced student learning. One can appreciate the experiential learning opportunities that Professor Brown-Gaston includes in her courses, such as the assignment for students to visit the DC Court of Appeals. She connects the dots between these experiences and student performance, a measure of success in this domain. She also points to developing an online/hybrid version of Business Law through CAL. The **SBPA Promotion and Tenure Committee** also praises Professor Brown-Gaston for advising students and leading the Hospitality program: "The portfolio demonstrates substantive efforts in student advising, especially in the undergraduate hospitality program." However, in reviewing information regarding advising students and program coordination, it is recommended that Professor Brown-Gaston continue to work on continuous quality improvement and customer service. Professor Brown-Gaston meets the standard overall in terms of teaching.

**RESEARCH:** The **Dean** states that Professor Brown-Gaston *"has published six scholarly research papers since she joined the rank of faculty. She has also participated in a number of conferences to present papers and as the Chair of the sessions, discussant, and in other capacities. Because of her intellectual contributions, the SBPA is in a much stronger position with AACSB standards."* The **SBPA Tenure & Promotion Committee** similarly lauds the high quality of Professor Brown-Gaston's research/publications: *"The portfolio demonstrates a superior scholarly and research productivity in terms of published peer-reviewed journal articles in a variety of scholarly journals and conference presentations."* These statements are misleading. First, Professor Brown-Gaston has participated in **five "conferences"** since 2017, a year before her appointment. According to the portfolio, these were 1) Virginia Union University's internal university conference, "In All Things, Excellence" (2022); 2) "Diverse Futures Matter," a UNESCO Futures Literacy Summit (online, 2020—although I had difficulty finding this event despite several searches); 3) AABRI International Conference (at UDC, 2019); 4) the AABRI International Conference (2018—co-authored paper with Dean Sepehri and Lukas Masopust); and 5) the Academy of International Business Conference (at UDC, 2017—co-presented with Dean Sepehri). It should be noted that **five** conference appearances in **six academic years** are **not considered substantial output for someone seeking tenure**. Professor Brown-Gaston's work in support of those events (as a judge each time) is better categorized as service, not scholarship/research.

The publications listed in the dossier are *International Journal of Advanced Engineering and Management Research* <https://www.ijaemr.com/submission>; *International Journal of Intelligent Information Technologies* (IGI Global); *Verdict* <https://verdict.justia.com/>; *Journal of Business Cases and Applications* (AABRI – conference proceedings: <https://www.aabri.com/jbca.html>); *International Journal of Business and Management Research* <https://www.ijbmr.org/>; and *International Journal of Social Science and Economic Research* <https://ijsser.org/>. Two of the "articles" are AABRI conference proceedings, both co-authored. Three notably have websites that specifically refer only to themselves (by initials). These are the worst kinds of "academic journals" on the internet. All of these publishers, save Verdict, are fee-based outlets. Only Verdict appears to have some credibility as a publication (although not academic). Professor Brown-Gaston marginally meets the standard in the scholarship domain.

**SERVICE:** The **Chair** cites work in the following areas as evidence of contributions in this domain: UDC Faculty Senate, Budget Committee, Chair (2019-Present), and SBPA Student Advisory and Engagement Committee, Chair (2018-Present). In addition, the **Chair** points to two instances of pro bono community service: Coalition of Concerned Legal Professionals (2007-Present) and Choo Smith Youth Empowerment Inc. (2019-2020). Professor Brown-Gaston provides evidence of participation in several university-level committees in her portfolio, including Dr. Strothers' Judicial Hearing Committee (2021-22) and the COVID Religious Exemption Committee (2021); the Firebird Success Grant Award Committee (2019-20); and the Master Academic Course Schedule Taskforce (Spring 2020). Professor Brown-Gaston meets the standard in this domain.

### **Summary Evaluation**

**SBPA** reviewers enthusiastically endorsed this application. The portfolio is heavy —the only portfolio this year that is simply a hefty 300+ page scanned document. Overall, the narrative on teaching is solid, as is the narrative and evidence in the service domain. The glaring limitation, in my professional estimation, is scholarship/research. I would encourage Professor Brown-Gaston to focus more intentionally on producing research/scholarship and presenting at conferences in more high-quality and well-regarded academic spaces in the future. In addition, I would strongly recommend that any future promotion dossiers include objective external reviewers who can support and validate her research/scholarship just as other colleagues have

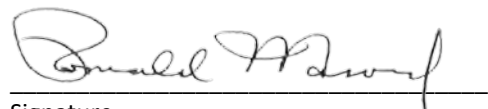
done across colleges/schools and academic programs. I support the recommendations for Professor Brown-Gaston to earn tenure.

The electronic dossier is available for review. Send an email request to the Office of the Chief Academic Officer at [CAO@udc.edu](mailto:CAO@udc.edu).

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I, Ronald Mason, Jr., President of the University of the District of Columbia, APPROVE X DENY \_\_\_\_\_

the recommendation to tenure Professor Brown-Gaston and recommend her for approval to the Board of Trustees.



Signature

5/11/23

Date

cc: Professor Raquel Brown-Gaston  
Albert Pearsall, President, UDCFA  
Lorinnsa Bridges-Kee, Vice President of Human Resources

## **CURRICULM VITAE**

### **RACQUEL BROWN-GASTON, ESQ.**

#### **EDUCATION**

- Juris Doctorate: University of Miami School of Law, Coral Gables, FL (May 1999)
- Bachelor of Arts: Boston University, Boston, MA International Relations,  
Specializing in Sub- Sahara Africa (May 1996)
- Certificate: Quality Matters, Building Online Course (December 2017)
- Certificate: Quality Matters, Online Teach Only (August 2017)

#### **FACULTY EXPERIENCE**

- 08/2018 – Present Associate Professor of Law & Ethics  
University of the District of Columbia  
School of Business and Public Administration  
Washington, DC 20008
- 01/2022 – Present Adjunct Associate Professor of Law  
University of the District of Columbia  
David A Clarke School of Law  
Washington, DC 20008
- 01/2015 – 08/2018 Adjunct Assistant Professor of Business Law  
University of the District of Columbia  
School of Business and Public Administration  
Washington, DC 20008
- 08/2007 – 05/2009 Assistant Professor of Business Law and Public Administration  
Medgar Evers College of the City University of New York  
School of Business and Public Administration  
Brooklyn, NY 11225
- 08/2002 – 05/2007 Adjunct Assistant Professor of Business Law and Public Administration  
Medgar Evers College of the City University of New York  
School of Business and Public Administration  
Brooklyn, NY 11225

## **COURSES:**

### Law School Courses

- Contracts II
- Commercial Law

### Business School Graduate Courses

- Business Law & Ethics
- Legal & Ethical Aspects of Government Contracting
- Contract Negotiations

### Business School Undergraduate Courses

- Business Ethics
- Commercial Law
- Contracts
- Criminal Law
- Introduction to Public Administration
- Introduction to Nonprofit Organizations
- Judicial Processes (Administrative Law)
- Legal Environment of Business

### Built Online Courses

- Legal Environment of Business
- Commercial Law
- Business Ethics

## **LAW|LEADERSHIP|ADMINISTRATIVE WORK EXPERIENCE**

**Attorney at Law**, Law Offices of Racquel Brown, Brooklyn, New York, July 2001 – Present

- Provide pro bono services to the indigent and small business community
- Counsel for nonprofit organizations, limited liability companies, partnerships, and other types of businesses
- Business Formations; assess and provide counsel on businesses' interests, potential tax liabilities and subsequently form the appropriate business structure
- Entrepreneurship Training
- Advise and assist minority small business clients in the bidding process for procuring government contracts
- Policy Consultant
- Estate Planning and Administration
- Negotiate and draft commercial and real estate contracts, bylaws, partnership agreements and memoranda of understanding
- Review proposed government contracts with minority small business clients whose bids have been accepted • Conduct property transfer transactions; resolve property transfer conflicts

- Protect literary and artistic works such as books, plays, music and artwork; product names, slogans, logos, and packaging; symbols, names, images and designs used in commerce

**Associate Professor of Law & Ethics,** University of the District of Columbia's School of Business and Public Administration, Washington, DC, (August 2018 – Present)

- Teach Commercial Law, Legal Environment of Business, Business Law and Ethics, Business Ethics, Ethical Aspects of Government Contracting and Contract Negotiations
- Prepare Accounting students for the regulations segment of the CPA Exam
- Build and teach online equivalent courses as those via face-to-face instruction
- Demonstrate effective preparation for course and knowledge of content, course organization and planning, quality instructional methods, communication, and delivery, engaged learning activities, and assessment of achievement of learning outcomes
- Research, write and publish scholarly work in the varied fields of teaching
- Serve as peer reviewer and editor of articles
- Present scholarly papers at conferences
- Serve as mentor and advisor to students
- Represent the Management Department in School-wide Committees and the School in University-wide Committees

**Assistant Dean of Student Services,** School of Business and Public Administration, University of the District of Columbia, Washington, DC (11/2010 – 8/2018)

- Oversaw the operation of the Student Services Unit; developed strong relationships with students, faculty, staff and alumni
- Investigated and resolved student complaints, collaborating with Office of Financial Aid, Registrar, Admissions, Counseling Center, Disability Services, Academic Advising Career Services Center, Student Life, Residential Life, and various academic departments
- Wrote articulation agreements and wrote degree proposals
- Identified and implemented systems, policies and processes that enhanced the student academic experience and service; analyzed data to make informed decisions; forged new external business and academic partnerships and internal collaboration
- Investigated and resolved student complaints; provided oversight for academic advising. collaborated and interfaced frequently with various campus units
- Worked with the Office of Admissions and Recruitment to develop recruitment strategies, and enhanced the quality of the student profile
- Developed, led, implemented and monitored student engagement and support services for retention, which caused the U.S. Department of Education to accept the School of Business and Public Administration as a case study for best practices
- Created measures for graduates' assessment

**Adjunct Assistant Law Professor,** School of Business and Public Administration, University of the District of Columbia, Washington, DC (01/2015 – 08/2018)



- Taught Commercial Law, Legal Environment of Business and Business Law and Ethics
- Demonstrated effective preparation for course and knowledge of content, course organization and planning, quality instructional methods, communication and delivery, engaged learning activities, and assessment of achievement of learning outcomes

**Assistant Professor of Business Law and Public Administration**, Medgar Evers College of the City University of New York, Brooklyn, New York (09/2002 – 08/2009)

- Taught three to four courses per semester on commercial law, nonprofit organizations, administrative law, legal research and writing, judicial processes, contracts and legal environment of business, and criminal law
- Reviewed, revised and developed new curricula
- Wrote course and program assessments and assisted with writing accreditation standards
- Developed the Pre-Law Program
- Created the College's Mock Trial and prepared students.

**Lead Academic Advisor**, Medgar Evers College of the City University of New York, Brooklyn, New York (10/2000 – 07/2007)

- Managed advising, coached academic advisors to analyze data and developed initiatives to enhance student support services and increased student retention and graduation rates
- Managed and oversaw registration, conducted graduation audits, sought course waivers, substitutions and other advocacy measures to increase graduation clearance
- Created the College's first academic progress tracking system
- Created intentional interventions for probationary students such as assisting them in identifying and overcoming obstacles toward academic success; oversaw the dismissal of students based on poor academic standing
- Oversaw the implementation of Degree Works for the School of Business and Public Administration programs

**Executive Assistant to the Provost, Medgar Evers College**, City University of New York, Brooklyn, NY (09/1999 – 10/2000)

- Assisted with the management and coordination of Academic Affairs projects and serves as liaison between internal units and external agencies
- Managed special projects, budget and worked collaboratively with the staff for the Office of the Provost and reported directly to the Provost

## UNIVERSITY COMMITTEES

Member, COVID Committee (September 2021 – Present)

Member, C2 Equity Academy (January 2021 – Present)

Member, University Budget Committee (August 2020 – Present)

Chair, Budget committee/Faculty Senate (August 2019 – Present)



Member, Judicial and Disciplinary Committee (August 2018 – Present)  
 Member, University Course Scheduling Taskforce (August 2019 – May 2020)  
 Member, Academic Advising and Strategic Planning (August 2018 – May 2019)  
 Member, Firebird Grant Committee. (August 2018 – May 2019)  
 Member, Student Fee. (August 2018 – May 2019)  
 Member, ASPPC Committee, Faculty Senate (August 2018 – May 2019)

## **SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION COMMITTEES**

- Chair, Student Advisory and Engagement Committee (August 2018 – Present)
- Member, School of Business and Public Administration Undergraduate Curriculum Committee (August 2018 – Present)
- Member, Leadership Committee (August 2018 – Present)

### **Journal Articles:**

- Brown-Gaston, Racquel, Arora, Anshu. 2021. War and Peace - Ethical Challenges and Risks in Military Robotics, International Journal of Intelligent Information Technologies, 17 (3), 1-12 <https://www.igi-global.com/article/war-and-peace/286621>
- Brown-Gaston, Racquel. 2021. Business Interruption Insurance in the Era of COVID-19, Verdict, 8-19 <https://racquelbrowngaston.com/wp-content/uploads/2021/01/Verdict-Journal.pdf>
- Brown-Gaston, Racquel, Anyu, J. Ndumbe. 2020. The Case of Waymo v. Uber: The Detrimental Harm to the Evolution of Trade Secrets, Journal of Business Cases and Applications, 27 (01), 1-27 <https://www.aabri.com/manuscripts/193123.pdf>
- Brown-Gaston, Racquel, Sepehri, Mohamad, & Masopust, Lukas. 2019. The Implications and Impact Encountering Regulatory Policies in the Global arena: Same Case, Different Outcomes Google, European Union, and the U.S. Federal Trade Commission, International Journal of Advanced Engineering and Management Research, 4 (01), 141-148, [http://ijaemr.com/uploads/pdf/archivepdf/2020/IJAEMR\\_348.pdf](http://ijaemr.com/uploads/pdf/archivepdf/2020/IJAEMR_348.pdf)
- Brown-Gaston, Racquel. 2017. The Unsuccessful Courting of Uber and the European Union, International Journal of Economics, Business and Management Research, 1(05), 418-424, [http://ijebmr.com/uploads/pdf/archivepdf/2020/ART\\_01\\_113.pdf](http://ijebmr.com/uploads/pdf/archivepdf/2020/ART_01_113.pdf)
- Brown-Gaston, Racquel, and Sepehri, Mohamad. 2017. Volkswagen – When the Defiance of Business Ethics Laws Becomes the New Normal, International Journal of Social Science and Economic Research, 2(11), 5319-5332, [http://ijsser.org/uploads/ijsser\\_02\\_343.pdf](http://ijsser.org/uploads/ijsser_02_343.pdf)

## CONFERENCES

1. Presenter on "In All Things, Excellence," Richmond, VA 2022
2. Presenter on "Ethics and Neutrality in Military Robots." Futures of Neutrality Conferences, Washington, DC 2020.
3. Presenter on "The Case of Waymo v. Uber: The Detrimental Harm to the Evolution of Trade Secrets." AABRI International Conference, Washington, DC, 2019.
4. Presenter on "The Implications and Impact Encountering Regulatory Policies in the Global Arena: Same Case, Different Outcomes. Google Versus European Union and the U.S. Federal Trade Commission" Academic and Business Research Institute International Conference, St. Augustine, FL, 2018.
5. Presenter on "Volkswagen – When the Defiance of Business Ethics Laws Becomes the New Normal" The Academy of International Business – US Southeast Chapter Conference, Washington, DC, 2017
6. Panelist on "Women in Business," Arise Relevance Conference, Atlanta, GA, 2017
7. Presenter on "Education, Leadership and Transformation for Progress," International Conference of the Spanish Speaking African Diaspora, Cali, Colombia, 2016
8. Panelist on "Thought Leader in Entrepreneurship," University of the District of Columbia, Washington, DC, 2015
9. Presenter on "*HBCU Profile Study Program Selection on Retention*," the Mid-Atlantic Historically Black Colleges and Universities College Completion Research Alliance Conference, Ocean City, MD (2014)

## AWARDS:

- 2017 – Caribbean Heritage Power 100, Carib News, New York, NY
- 2016 – Distinguished Member, National Association of Collegiate Scholars
- 2006 – Most Inspirational Faculty, Adafi Student Choice Award, Medgar Evers College, City University of New York
- 2004 – Outstanding Performance & Commitment to Students Award, Medgar Evers College, City University of New York

## PROFESSIONAL MEMBERSHIP

- 2001 – Present      New York Bar Association

2003 – Present	Coalition of Concerned Legal Professionals
2015 – Present	American Civil Liberties Union

### **VOLUNTEER WORK**

07/2018 – Present	Attorney, Coalition of Concerned Legal Professionals, Brooklyn
08/2018 – Present	Attorney, Institute of Caribbean Studies, Washington, DC, United States
03/2016 – 05/2018	Board Member, Community Relations Board, The Fairview, Washington, DC.
05/2014 – 5/2017	Legal Counsel, God's Perfect Timing Ministries, Washington, DC.
05/2012 – 5/2013	Secretary, Board of Directors, Friends of Trelawny Association, Inc., Queens, NY.



## FISCAL IMPACT STATEMENT

TO: The Board of Trustees

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

DATE: June 8, 2023

SUBJECT: Tenure Approval for Raquel Brown-Gaston, J.D., School of Business & Public Administration

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### Conclusion

It is concluded that there is no fiscal impact associated with the granting of tenure to Dr. Raquel Brown-Gaston, Associate Professor in the Department of Business Management, School of Business & Public Administration (SBPA) of the University of the District of Columbia (UDC). The proposed resolution is for the approval of tenure for Professor Brown-Gaston at her current rank of Associate Professor.

The SBPA's Promotion and Tenure Committee and the Management Department faculty have conducted thorough, independent reviews and prepared independent reports to the dean regarding tenure for Professor Brown-Gaston. It was then considered at the Dean's, CAO's and President's levels. It has been recommended in the Board Resolution that Professor Brown-Gaston be approved for tenure.

### Background

Dr. Brown-Gaston joined the SBPA in August of 2018 and received a one-year credit toward the tenure-track timeline as part of her appointment as an associate professor. Professor Brown-Gaston's tenure application examined her performance in the areas of teaching, scholarship, and service. Vetting of all dossier content was completed at the levels of the program, Department, and School. The CAO reviewed all recommendations and Dr. Brown-Gaston's portfolio. All reviews validate the strengths of Professor Brown-Gaston's tenure dossier and conclude that she is a very good teacher and an emerging researcher and scholar, making her a very competitive tenure candidate. Additionally, she has demonstrated a commendable record of service to the University community.

The recommendation of tenure for Professor Brown-Gaston has been affirmed by the Dean, Chief Academic Officer, and President. The President has forwarded the recommendation and background information along with a resolution for the award of tenure to the Board of Trustees.

### Financial Impact

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