

**BOARD OF TRUSTEES
UNIVERSITY OF THE DISTRICT OF COLUMBIA
UDC RESOLUTION NO. 2023 – 36**

**SUBJECT: APPOINTMENT OF DR. KELLY MCMURRAY AS CHIEF OF STAFF
AND SENIOR VICE PRESIDENT AT THE UNIVERSITY OF THE
DISTRICT OF COLUMBIA**

WHEREAS, pursuant to 8B DCMR §210.1, the President is authorized to make executive appointments to designated positions in the Education Service in accordance with the provisions of 8B DCMR §§210 and 211; and

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

WHEREAS, pursuant to 8B DCMR §208.1, the Board of Trustees determines executive compensation for administrators and non-administrators at Grade Level 1A and above, upon recommendation of the President through the Operations Committee; and

WHEREAS, Dr. Kelly McMurray has been recommended to serve as the Chief of Staff and Senior Vice President based on her knowledge, past accomplishments and experience; and

WHEREAS, after review of her credentials, it has been determined that Dr. Kelly McMurray 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 approves the appointment of Dr. Kelly McMurray as the Chief of Staff and Senior Vice President effective August 16, 2023, consistent with the term and conditions of her appointment letter.

Submitted by the Operations Committee:


July 13, 2023

Approved by the Executive Committee:

July 19, 2023

Ratified by the Board of Trustees:

September 12, 2023



Christopher D. Bell
Chairperson of the Board

July 11, 2023

Kelly McMurray, Ph.D

[REDACTED]
[REDACTED]
[REDACTED]

Dear Dr. McMurray:

I am pleased to offer you an executive appointment as Chief of Staff and Senior Vice President at the University of the District of Columbia, effective August 1, 2023, pending Board of Trustees approval. Pursuant to applicable District of Columbia law, an executive appointment as Chief of Staff and Senior Vice President 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 Senior Vice President, you will perform the duties and responsibilities of the position as directed by the President.

Your salary under this appointment will be \$234,270 (Grade 1 Step 4) 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, seven (7) hours per pay period, and sick leave accrual, four (4) hours per pay period. The University will provide a relocation allowance in the taxable amount of up to \$10,000 subject to University guidelines. Please contact the Office of Human Resources regarding relocation guidelines.

The New Hire Employee Orientation is scheduled for August 7, 2023, and will commence at 9:00 AM. In accordance with the requirements of the Immigration Reform and Control Act (IRCA) of 1986, any person accepting employment in the United States is required to complete a Form I-9, Employment Eligibility Verification. This form will be completed when you report for processing. At that time, you must present original documents that establish your identity and employment eligibility.

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. If you do not receive the email from HireRight within seven (7) days, please contact Dominique Jackson at dominique.jackson@udc.edu.

If you accept this offer, please return the executed original of this letter to the Office of Human Resources. If you have any questions, comments, or concerns, please contact me at (202) 274-5380 or via email at lorinnsa.bridgeskee@udc.edu.

Sincerely,



Lorinnsa Bridges- Kee, PHR
Vice President, Human Resources

cc: Dr. Maurice Edington
Official Personnel File

I accept this appointment as set forth in this appointment letter.

Name

Signature

Date



University of the District of Columbia

Job Classification Description

Job Title: Chief of Staff and Senior Vice President

FLSA: Exempt

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

CBA Status: Non- Union

Job Code: 003957

GENERAL DESCRIPTION OF THE JOB:

The Chief of Staff and Senior Vice President reports to the President and serves as a member of the President's Executive Cabinet. The Chief of Staff and Senior Vice President plays a key role in and is accountable for achieving excellence in the execution and coordination of administrative and operational affairs within the Office of the President and the University. The incumbent advises senior leadership, supervises assigned staff; supports the President in his role as ex-officio member of the Board of Trustees; and serves as a liaison to internal and external constituents. The Chief of Staff and Senior Vice President's portfolio includes, but is not limited to, university-wide oversight of Institutional Advancement, Marketing and Communications, Human Resources, strategic planning, strategic plan implementation and monitoring, and special initiatives.

ESSENTIAL DUTIES & RESPONSIBILITIES:

- Provides leadership by establishing priorities, determining appropriate implementation actions, and providing oversight and monitoring to ensure actions are taken regarding university administration, strategic planning, programs, and initiatives.
- Provides coordination and oversight in the development and implementation of defined core initiatives.
- Interacts with stakeholders on behalf of the President.
- Provides oversight, leadership, and supervision of assigned Vice Presidents and staff.
- 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 issues of institutional significance for the Board on behalf of the President.
- Serves as the President's strategic liaison with faculty, staff, and student governance groups, and the community at large; coordinates communication between the President, senior leaders, internal and external entities.
- Oversees institutional and strategic planning, policy development, and problem resolution.
- Provides integrated policy analysis and strategic consultation to the President and senior management.
- Coordinates special projects on behalf of the President.
- Prepares and contributes to the preparation of reports, briefings, presentations, and responses on institutional and strategic issues.

- 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.
- Performs other related duties as assigned.

MINIMUM JOB REQUIREMENTS:

- Master's degree from an accredited institution required; Ph.D. preferred.
- Minimum of eight (8) years of full-time administrative, executive-level leadership experience with proven success in higher education or other complex organizations.
- Specialization in leadership, management, strategic planning, student affairs, and university administration.

REQUIRED COMPETENCIES:

- Demonstrated record of successful organizational leadership, strategic planning, and sound management of fiscal, facility, and diverse human capital.
- 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 represent the institution with internal and external constituencies effectively.
- Exceptional verbal and written communication.
- Demonstrated success in fostering collaboration, openness, and responsiveness.
- Demonstrated skills in 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 technically authoritative and are generally accepted without significant change. If the work should be reviewed, the review concerns such matters as the fulfillment of program or project objectives, the 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 must be innovative and 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 complex 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 of time, 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: 6.18.21

DR. KELLY MCMURRAY

EDUCATION

Ph.D., Educational Policy Studies, Concentration: Research, Measurement, and Statistics, Georgia State University, Atlanta, GA, 2010

M.S., Applied Mathematics, North Carolina Agricultural & Technical State University, Greensboro, NC, 1997

B.S., Mathematics, Clark Atlanta University, Atlanta, GA, 1994

EXPERIENCE

Florida Agricultural and Mechanical University

Vice President, Strategic Planning, Analysis and Institutional Effectiveness 2022 - present

Associate Vice President, Strategic Planning, Analysis and Institutional Effectiveness 2021 – 2022

Provide leadership and vision in the integration of strategic planning, analysis, institutional research, assessment, and institutional effectiveness for the processes of the University. Provide coordination of campus-wide continuous improvement efforts including leading a team of 20 with three units (Institutional Research and Analytics, Assessment, and Institutional Effectiveness).

- Lead strategic planning implementation in support of the university's mission and vision. Co-shepherded strategic planning process including implementation planning, development and monitoring of key performance indicators. Provide strategic plan updates to the Board of Trustees.
- Work closely with all divisions of the university to ensure strategic priorities are met as well as establish and assess university's needs.
- Demonstrate strong project management skills to bring cross-functional projects to completion.
- Established university-wide data quality assurance committee to ensure operational efficiency on the submission of reports and files to the Board of Governors and data governance.
- Responsible for administrative and academic assessment including training and participation.
- Support regional and programmatic accreditation efforts.
- Responsible for institutional research including regulatory reporting, analysis and presentations. Manage internal/external data extraction including data analysis (retention, graduation, projections, etc.) and dissemination, including IPEDS surveys and Florida State University System reports.
- Responsible for ensuring the institution remains in compliance with external accreditors.
- Serve as a resource for all institution-wide committees, teams and workgroups.
- Responsible for the President's Report presentation to the Board of Trustees.

Albany State University

Vice President Institutional Effectiveness 2019 – 2021

Provide leadership for the institutional effectiveness (IE) processes of the University, strategic planning, accreditation, budget, and assessment processes for academic and student support departments of the University; and overseeing institutional data security and integrity. Responsibilities include supervising staff of seven;

- Shepherd strategic planning process including training staff and faculty, tracking action items, creating status reports and updating key performance indicators.
- Lead planning and assessment for academic (e.g., student learning and general education) and administrative departments of the University, which include ensuring an effective planning and assessment process is in place and that units are properly trained and participate in this process.
- Chair the Institutional Effectiveness Committee; involving evaluation, managing and implementing policy for the institutional effectiveness processes of the University, including mission reviews, evaluating and scheduling the University's planning and assessment processes.
- SACSCOC Accreditation Liaison: Managed and implemented all processes related to SACSCOC and the University including (1) ensuring the University is in compliance with SACSCOC accreditation requirements and the integration of accreditation requirements into the University's planning and assessment processes, (2) notifying SACSCOC of substantive changes of the University and ensuring these changes are in accord with SACSCOC policies, (3) training faculty and staff with SACSCOC policies and procedures, (4) submission of accurate and timely data for SACSCOC, and (5) developing

the Quality Enhancement Plan (QEP), (6) justify and document qualifications of faculty and (7) submission of reaffirmation documentation, including the Compliance Certification and QEP Report.

- Manage internal/external data extraction including data analysis (retention, graduation, projections, etc.) and dissemination, including IPEDS surveys and University System of Georgia Reports.
- Provide knowledge and expertise to ten University Committees including Curriculum and New Programs.

College of Southern Maryland

Associate Vice President of Planning, Institutional Effectiveness, and Research 2012 – 2019

Provide leadership to the PIER department, including supervision and budget management. Provide oversight and direction for institutional planning (strategic and operational), academic and administrative assessment, research, evaluation strategies, survey administration, federal (IPEDS) and state reporting, and accreditation processes. Also provide oversight for general education outcomes, curriculum development, and K-20 initiatives. Advise all departments on the completion of annual assessments, strategic plans, and LEAN process improvements. Responsible for assisting in the creating of measurable goals and assessment outcomes for the College and applying qualitative and quantitative research designs including statistical analysis. Ensure that meaningful appropriate/accurate data are available to meet the decision-making needs of the College. Maintain strategic key performance indicators and communicate the results including institutional research (e.g., completion initiatives, enrollment, survey data (CCSSE, SENSE, reports, etc.) to various campus groups and leaders including President's Council and Board of Trustees. Shepherded the Quality Improvement Process, strategic planning and chair the Quality Improvement Council, College Assessment Team, and Institutional Review Board Committee. Co-authored Middle States Institutional Effectiveness standard.

Gordon College, Barnesville, GA

Director of Institutional Research 2008 – 2012

Provided leadership, oversight, and coordination of campus-wide assessment and evaluation processes. Supported the research and analysis activities, including development of surveys and other methods of data collection; provided technical expertise in matters such as instrument selection and design, test cohort selection, establishment of effectiveness measures, development of techniques and requirements for verification of effectiveness, and specification of standards for documentation. Provided support for accreditation, academic program review, general education assessment, strategic and annual planning, and quality improvement. Maintained a central repository of assessment evidence at course, program, and institutional levels as well as documentation of the use of the results. Actively participated on College committees to provide direction, data, and assessment information. Analyzed and compiled data using computer programming, SQL, and statistical software, Excel, SPSS, Access, and SAS. Hired, trained, supervised, and evaluated the work of staff in the office of Institutional Research.

Morehouse College, Atlanta, GA

Statistical Design Analyst 2005 – 2008

Conducted analytical studies, data analysis, and research related to the strategic plan, institutional effectiveness, and institutional reporting requirements for external agencies in the department of Institutional Research. Disseminated statistical data to various units in the college. Created institutional database in Access for data management. Conducted statistical analyses in SPSS and Excel. Analyzed quantitative data by selecting the correct statistical methods, wrote results, and presented findings in a narrative, graphic and oral forms for faculty and staff. Delegated assignments and train staff in statistical analysis and reporting.

Griffin Technical College, Griffin, GA

Mathematics Instructor 2003 – 2005

Responsible for teaching mathematics and statistics courses utilizing the graphing calculator. Created the first online Precalculus course using MyMathLab. Analyzed student success data to determine cutoff points for students entering during late registration. *Courses Taught:* Precalculus, College Algebra, Basic Mathematics, and Mathematics for Nursing Students.

Georgia Tech Foundation, Atlanta, GA

Programmer/Analyst 2000 – 2002
Maintained and developed code for alumni information using Adabas/Natural. Converted computer programs from Adabas/Natural to procedures in PL/SQL and created documentation for new reports. Dealt daily with users and wrote programs for their specific requests. Successfully completed training courses in Introduction to Oracle 8i:SQL, Advanced PL/SQL and Infomaker.

Penske Logistics, Beachwood, OH

Senior Programmer 1999 – 2000
Sustained and created code using Adabas/Natural and JCL on the MVS system for the Electronic Data Interchange System. Created programs using specifications from Business Analysts and addressed system problems dealing with Ford Motor Company. On call 24-7 for any EDI batch programming problems.

Nine Rivers Technology, Raleigh, NC

Staff Consultant I (Computer Programmer) 1997 – 1999
Maintained and developed code in Adabas/Natural for a manufacturing system at RJ Reynolds Tobacco Co. Converted programs from COBOL to Adabas/Natural. Remediated and tested code for online and batch programs for Y2K compliance.

TEACHING EXPERIENCE

College of Southern Maryland, La Plata, MD 2014
Adjunct Mathematics Instructor
Course Taught: Statistics

Gordon College, Barnesville, GA 2009 – 2012
Adjunct Mathematics Instructor
Course Taught: Quantitative Reasoning and Skills.

Shorter University, Rome, GA 2004 – 2012
Adjunct Mathematics Instructor, College Park Campus
Courses Taught: Introduction to Quantitative Reasoning, Quantitative Reasoning, Fundamentals of Statistics, and Statistics for the Social Sciences.

Georgia Perimeter College, Atlanta, GA 2001 – 2002
Adjunct Mathematics Instructor
Courses Taught: College Algebra and Precalculus.

Guilford County Schools, Greensboro, NC 1995 – 1997
Mathematics Teacher
Courses taught: Pre-Algebra, Algebra, Precalculus, and Pascal Programming.

CONFERENCES/PRESENTATIONS

“Factors that Predict College Retention in African American Males”
Paper Presented at the Annual Meeting of American Educational Research Association, New York, NY, 2008.

“Quality Improvement Process”
Presented at the League of Innovation Annual Meeting, Boston, MA, 2015 and Southern Institutional Research Association, 2015.

PROFESSIONAL ASSOCIATIONS

Maryland Community College Research Group, Secretary (2012 – 2014)
Maryland Association for Institutional Research
Association for Institutional Research

Southern Association for Institutional Research
Southern Association for Community College Research

COMMITTEES

Florida Agricultural and Mechanical University

Senior Leadership Team (2021 – present)
Academic Affairs Senior Leadership Team (2021 – 2022)
Dean's Council (2021 – present)
SACSCOC 5th Year Leadership Team (2021 – present)
Enterprise Risk Compliance Committee (2021 – present)
General Education Assessment Committee (2021 – present)
ILAC (2021- present)
Athletics Support Committee (2022 – present)
Board of Trustees Strategic Planning and Performance Measures Committee (2022 – present)
Board of Trustees Talent and Culture Committee (2023 – present)
Strategic Planning Committee (2021 – present)
Data Quality Assurance Committee (2022 – present)
Licensure Pass Rates Workgroup (2021 – present)
Civic Literacy Workgroup (2021 – present)

Albany State University

President's Cabinet (2019-2021)
SACSCOC Steering Committee, Chair (2019 – 2021)
Institutional Effectiveness Committee, Chair (2019 - 2021)
Academic Assessment Committee (2019 - 2021)
Curriculum and New Programs Committee (2019 – 2021)
Administrative Assessment Committee, Chair (2019 – 2021)
General Education Assessment Committee, Chair (2019 - 2021)
Data Governance Committee, Chair (2019 - 2021)
University System of Georgia Administrative Committee Institutional Research and Planning (2019 - 2021)
University System of Georgia Regents Advisory Committee Institutional Effectiveness (2019 - 2021)
USG Momentum Year Committee (2019 - 2021)
USG Gateway to Completion Committee (2019 - 2021)

College of Southern Maryland

Environmental Scan Task Force (2017, 2014)
Quality Improvement Council (2012 – present), Chair (2012 – 2019)
College Assessment Team (2012 – 2019), Chair (2012 – 2019)
Strategic Planning Team (2012 – 2019)
Institutional Review Board (2012 – present), Chair (2012 – 2019)
Middle States Committee (2012 – 2014, Co-Chair Institutional Effectiveness Standard)
Strategic Enrollment Management Council (2012 – 2019)
Enrollment Projection Committee (2012 – 2019)
Learning Council (2012 – 2019)
Student Success and Goal Completion Committee (2012 – 2014)
Administrative Council (2015 – 2019)
Information Security Committee (2017 – 2019)
Information Systems Steering Committee (2015 – 2019)

Gordon College

Presidential Search Committee (2010 – 2012)
Assessment Committee (2008 – 2012)
Chief Data Officer (2010 – 2012)
Five-Year Interim Report (QEP) Task Force (2010 – 2012)
Human Subjects Review Committee (2008 – 2012); Chair (2008 – 2009)
Multi-Metric Program Review Committee (2008 – 2012)
Planning Committee (2008 – 2012)
Task Force for Academic Literacy in the First Year (2008 – 2012)
Faculty Welfare Committee (2008 – 2010)
University System of Georgia Administrative Committee Institutional Research and Planning (2008 – 2012)
University System of Georgia Regents Advisory Committee Institutional Effectiveness (2011 – 2012)

PROGRAMMING/COMPUTER SKILLS

Banner, PeopleSoft, Blackboard Analytics, Datatel/Colleague, Campus Labs, SPSS, Excel, ACCESS, SQL, SAS 9.2, Adabas, Natural, MVS, Solaris, UNIX, JCL, TSO, CICS, COBOL, JMP, Matlab, Excel, Microsoft Office, .NET programming

PROFESSIONAL DEVELOPMENT

Leadership Southern Maryland (2014 – 2015)
Association for Institutional Research Data and Decision Academy (2013)
American Association for Community Colleges Future President's Institute (2012)
University System of Georgia Executive Leadership Institute (2010 - 2011)
Southern Association of Colleges and Schools Institute on Quality Enhancement and Accreditation (2011)
Grant Writing Workshop (2010)
.NET Programming (2007)
Association for Institutional Research, Foundations II Institute: The Advanced Practice of Institutional Research (2006)
Introduction to SQL Programming (2000)
SQL/PL Programming (2001)

Fiscal Impact Statement

TO: The Board of Trustees
FROM: Managing Director of Finance *David A. Franklin*
DATE: July 13, 2023
SUBJECT: Executive Appointment of Dr. Kelly McMurray as the Chief of Staff and Senior Vice President

Conclusion

It is projected that there are sufficient unrestricted funds in the University of the District of Columbia's FY2023 budget—and beyond—to cover the cost of the salary and benefits associated with the appointment of the Chief of Staff. The role will report to the President and be a member of the President's Executive Cabinet.

Background

The proposed resolution is to appoint Dr. Kelly McMurray as the Chief of Staff and Senior Vice President. Dr. McMurray's appointment will be effective August 1, 2023, and it is in accordance with the District of Columbia Municipal Regulations, 8B DCMR §§210 through 212. The Chief of Staff and Senior Vice President plays a key role in and is accountable for achieving excellence in the execution and coordination of administrative and operational affairs within the Office of the President and the University. The incumbent advises senior leadership, supervises assigned staff, supports the President in his role as ex-officio member of the Board of Trustees and serves as liaison to internal and external constituents. The Chief of Staff and Senior Vice President's portfolio includes, but is not limited to, university-wide oversight of Marketing and Communications, Human Resources, Planning and Institutional Effectiveness and special initiative emerging from the Office of the President.

Financial Impact

The salary for this appointment will be Grade 1, Step 4 on the non-union administrative salary schedule, paying \$234,270 per year, with related benefits of \$60,910. The employee will continue to be fully eligible for cost-of-living increases in accordance with applicable University policy. She will 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 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.