

PRESIDENTIAL

LEADERSHIP PROFILE

The Search for the 10th President of the University of the District of Columbia



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POSITION SPECIFICATIONS

Position: President and Chief Executive Officer

Institution: University of the District of Columbia (UDC)

Location: Washington, DC

Reporting Relationship: UDC Board of Trustees

Institutional Website: www.udc.edu

THE OPPORTUNITY

The University of the District of Columbia (UDC) seeks an extraordinary executive characterized by administrative excellence, innovative leadership, fiscal acumen, fundraising success and an exceptional capacity for community engagement. After eight highly successful years of institutional growth and success, President Ronald Mason Jr. will retire from his leadership role upon the conclusion of his contract in the summer of 2023. UDC is conducting a national search for its next president. Reporting to the Board of Trustees, the President also serves as an ex-officio, non-voting member of the Board of Trustees and a member of the Mayor's Executive Cabinet. At this critical juncture in its evolution, UDC requires a transformational leader who is operationally savvy, highly knowledgeable of innovative educational best practices and willing to embrace the unique challenges of educating the next generation of UDC students at a time of global, economic and political uncertainty. The President will be capable of managing complex organizations, effectively leading, communicating, and inspiring others despite the myriad changes occurring in higher education today.

The successful candidate will inherit an exceptional foundation for advancing UDC as the only public institution of higher learning in and for the nation's capital. This includes the tailwind from several successful accreditation reviews of our academic programs and the conclusion of a comprehensive strategic planning process culminating in an update of the current strategic plan, *The Equity Imperative (2019-2022)*. With a strong spirit and structure for collaboration, UDC's leadership team embraces innovation, a collective mission alignment, and a singular ambition to achieve UDC's goals.



ABOUT THE UNIVERSITY OF THE DISTRICT OF COLUMBIA

The University of the District of Columbia is the only public institution of higher learning in the nation's capital. UDC encompasses several distinctive characteristics as the only exclusively urban land-grant university in the country and the only Congressionally designated Historically Black College or University (HBCU). Ronald Mason Jr. was appointed the school's ninth president in 2015 and is the longest-serving chief executive in the school's history. Considerable traction and institutional strides have been credited to President Mason's tenure at UDC, including impactful partnerships with various District of Columbia agencies, expansion of institutional infrastructure and real estate holdings, gradual increases in the allocation of local dollars from the District of Columbia Government, and UDC's rising stature in U.S. News and World Report's college rankings coming in at #17 among all HBCUs, and #7 among public HBCUs. There has been unprecedented growth and stability over the past seven years, providing the next executive leader a rich and fertile foundation from which to ensure UDC is recognized as an institution of "first choice" for District of Columbia students and an employer of choice for talented job candidates, across the metropolitan area and beyond.

The University currently offers more than 80 academic undergraduate, graduate and professional academic degree programs through the following colleges and schools: [College of Arts and Sciences \(CAS\)](#); [School of Engineering and Applied Sciences \(SEAS\)](#); [School of Business and Public Administration \(SBPA\)](#); [College of Agriculture, Urban Sustainability and Environmental Sciences \(CAUSES\)](#); [Community College \(UDC-CC\)](#) and the [David A. Clarke School of Law \(UDC Law\)](#). UDC also has a non-degree Workforce Development and Lifelong Learning Division (WDLL) that offers free training programs for District residents. Through these diverse academic units, UDC provides multiple pathways to its students to attain success through educational advancement.

MISSION

Embracing its essence as a public historically Black urban-focused land-grant university in the nation's capital, the University of the District of Columbia 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

All students will achieve their highest level of human potential.

CORE VALUES

Excellence

Collaboration

Sustainability

Innovation

Integrity



The University's corporate and community partnerships have proven to be mutually beneficial for UDC stakeholders and broader constituents. UDC was recently designated as an Amazon Career Choice School Partner, whereby enrollment in UDC's associate and bachelor's degree programs is made available to Amazon employees.

UDC has championed community empowerment initiatives aimed at social mobility and uplift for the District of Columbia's most vulnerable residents. The University's Developing America's Workforce Nucleus (DAWN) demonstration model has primarily emerged in the Anacostia community, a neighborhood challenged by urban realities, including being on the precipice of commercial development and gentrification. UDC has specifically partnered with the Anacostia High School feeder schools to infuse their offerings with dual enrollment opportunities, professional development sessions for their teachers and STEM pipeline programs aligned with their engineering and environmental science career and technical education tracks.

UDC is poised to answer a unique call of service to the District of Columbia—and the nation—as a model for public, urban sustainability and higher education. Like most institutions nationwide, UDC has endured sharp enrollment declines in the wake of COVID-19. Conversely, the institution is also experiencing an unprecedented surge in public confidence as evidenced by larger budget allocations from the District of Columbia, corporate investments and partnerships, and the largest private gift in the school's history, \$2.3 million, which was received at the end of 2021. To guide the institution in addressing these challenges and opportunities, UDC has undergone a comprehensive engagement with a myriad of constituents to build upon the momentum of the current strategic plan, *The Equity Imperative (2019-2022)*. Utilizing a broad-based collaborative process, UDC has solicited input from all segments of the UDC community. The next executive leader of UDC will be charged with building upon current planning efforts to further refine UDC's strategic direction and goals in alignment with a shared vision, mission and core values across all areas of the institution.

HISTORY

The University of the District of Columbia is historic and modern, all at the same time. Public higher education in the District is rooted in the school for “colored girls” that Myrtila Miner founded in 1851 in Washington, DC, which came to be called the Miner Normal School. Washington Normal School, a school for white girls established in 1873, was renamed Wilson Normal School in 1913 after James O. Wilson, Washington's first superintendent of public schools. In 1929, Congress enacted a statute that converted both normal schools into four-year teacher colleges. For several years, Miner Teachers College and Wilson Teachers College were the city's only public higher education institutions. After the landmark U.S. Supreme Court school desegregation decision, *Brown v. Board of Education (U.S. 1954)*, the two colleges merged in 1955 to form the District of Columbia Teachers College. Over the next decade, DC residents petitioned for an expansion of higher education that would provide training for careers other than teaching. In 1966, Congress enacted the District of Columbia Public Education Act, establishing Federal City College and Washington Technical Institute.

Although these schools were new, many Washingtonians continued to advocate for a comprehensive university. The City Council authorized the consolidation of the three schools, and in 1976, the monumental task of creating a new University of the District of Columbia began. In 1977, UDC began consolidating its academic programs. These efforts culminated in the establishment of five colleges: Business and Public Management; Education and Human Ecology; Liberal and Fine Arts; Life Sciences; Physical Science, Engineering, and Technology; and University College and Continuing Education.

Today, UDC continues to transform itself to meet the changing needs of its students and the community.

CAMPUSES

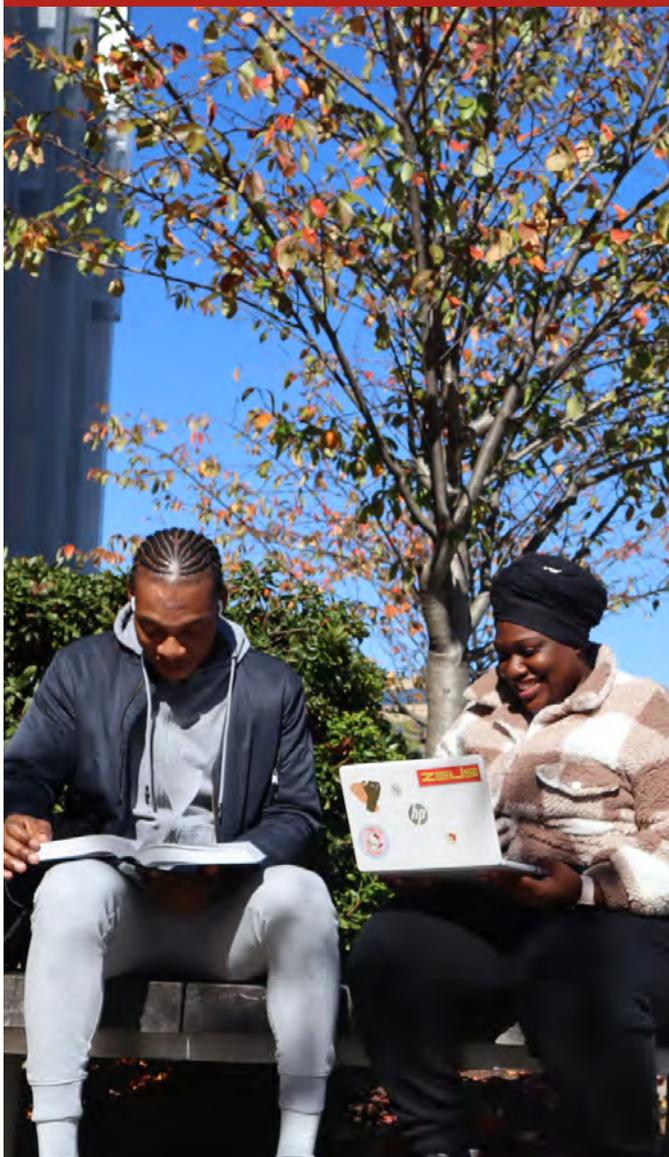
UDC's flagship campus, the Van Ness Campus at 4200 Connecticut Avenue, N.W., invites students to an attractive setting amidst bustling urban life. The campus houses classrooms, business offices, a library, theater, student center and sports complex. The David A. Clarke School of Law is on the Van Ness Campus. The UDC Community College is located at the Bertie Backus Campus at 5171 South Dakota Avenue, N.E. The Division of Workforce Development & Lifelong Learning is located at the Congress Heights Campus at 3100 Martin Luther King Jr. S.E.



GOVERNANCE

The University of the District of Columbia is an independent agency of the District of Columbia Government, which provides a significant subsidy for University operations. The University is governed by a 15-member Board of Trustees. Eleven of the trustees are appointed by the Mayor of the District of Columbia and confirmed by the District Council. Three trustees are elected by UDC alumni, and one trustee is elected by students as the student representative.

The Chair of the Board is elected by the trustees in accordance with Board regulations. The District allocation to the UDC budget is adopted by the Board and submitted to the Mayor and District Council for final approval.



PROFILE: FALL 2022

- Year established: 1851 (predecessor institution); 1977 (University of the District of Columbia)
- Academic programs: 80+ degree programs, certificates and workforce development pathways
- Schools/Colleges:
 - College of Arts & Sciences
 - School of Engineering & Applied Sciences
 - School of Business & Public Administration
 - College of Agriculture, Urban Sustainability & Environmental Sciences
 - Community College
 - David A. Clarke School of Law
 - Division of Workforce Development & Lifelong Learning
- 3,577 total students
- 1,440 undergraduate students
- 290 graduate students
- 2,039 Black/African American students
- 486 first-time in college (FTIC) students
- 8:1 student-faculty ratio
- 205 full-time faculty
 - 88 have terminal degrees
 - 86 are tenured
 - 113 are tenure-track
- 478 full-time staff
- \$220 million FY2023 operating budget (not inclusive of the capital budget)
- \$50 million FY2023 capital budget (the FY2023-FY2028 approved Capital Improvement Plan totals \$219.5 million)



POINTS OF PRIDE

- Ranked **#17 among all HBCUs** and **#7 among public HBCUs** (2022-23 U.S. News & World Report Best HBCUs)
- Ranked **#5 for Clinical Law Training**—tied with Yale University (2022-23 U.S. News & World Report Graduate Schools)
- The **nation's only** exclusively urban land-grant institution
- **Regional leader** in urban agriculture, food production and green infrastructure
- Open enrollment for **more than 80 academic programs**: associate, bachelor's, master's, doctorate and law degrees
- **Free workforce training** for DC residents
- Received more than **\$43M in research awards and grants**, including from the NSF, NASA, Department of Energy, NIST and the NIH
- Named a **Fulbright HBCU Institutional Leader**
- For every dollar invested by the District of Columbia Government, UDC returns four dollars to the city, **a 4:1 ratio of return on investment** (2020 Economic Impact Report)
- Yields **\$406 million in annual economic impact** for the District, and **\$535 million** for the Greater Washington metropolitan region (2020 Economic Impact Report)
- Ranked **#1 Best Affordable Bachelor's Degree** in DC; **#1 Best Affordable Mechanical Engineering Degree** in the nation; and **#1 Best Affordable Business School** in the nation (affordableschools.net)
- **Eight tons of fresh produce donated** on average annually through UDC's Firebird Research Farm
- **Renamed UDC sports complex** after the "grandfather of Black basketball," alumnus Dr. Edwin B. Henderson



ACADEMICS

The College of Arts and Sciences (CAS) endeavors to be an inclusive space built on diversity, multiculturalism and equity while respecting the ideals of cultural pluralism. The College's 24 academic programs and complementary extracurricular activities are responsive to the many constituencies of the District of Columbia and resonate with students in communities around the globe. They provide models for translating the interactions and problem-solving work of the classroom, lab and community to the global world. The evolving design of arts and sciences education at UDC centers the study, integration and application of the arts and humanities and social, behavioral, natural and learning sciences to demonstrate how the "greater good" is underpinned through the academic experience. The College strives to be a place of understanding and continuous dialogue regarding inclusivity, affinity and intersectionality. Within CAS, UDC's diverse community is represented across broad continua of orientation, origin, perspective and social context.

The School of Engineering and Applied Sciences (SEAS) develops creative leaders through an environment conducive to learning and research where experiential learning culture is practiced and promoted. In recent years, SEAS has received numerous research grants from federal agencies, with the ongoing grants in 2022 amounting to an estimated \$35 million. The School has established programs with several companies in the region. Graduates are prepared for high-demand careers in engineering and computer science and recruited regularly by companies nationwide. UDC is one of only four universities in the nation's capital providing ABET-accredited undergraduate, graduate and doctoral degrees in engineering and computer science.



The School of Business and Public Administration (SBPA) prepares students to become adaptive, innovative and ethical leaders with a global perspective and real-world solutions to issues that challenge public and private organizations. SBPA prepares students for the dynamic and complex world of business. The guiding educational philosophy is to deliver the pertinent knowledge for successful leadership acumen by integrating the knowledge from various disciplines of accounting, finance, economics, marketing and management into a meaningful whole. SBPA combines theory with a practical and pragmatic approach to form an effective and efficient utilization of resources. Careful attention is given to the increasing importance of resource scarcity and an understanding of the global environment in which the business community operates. The School is pursuing AACSB accreditation, with a focus on global outreach, experiential learning and leadership development.

The College of Agriculture, Urban Sustainability and Environmental Sciences (CAUSES) offers research-based academic and community outreach programs that improve the quality of life and economic opportunity of people and communities in the District of Columbia, the nation and the world. CAUSES embodies the land-grant tradition of UDC. In addition to offering innovative academic programs in architecture, urban sustainability, health education, nursing and nutrition and dietetics, and an innovative doctoral program in urban leadership and entrepreneurship, CAUSES offers a wide range of community education programs through its land-grant centers: (1) The Center for Urban Agriculture and Gardening Education, (2) The Center for Sustainable Development and Resilience, which includes the Water Resources Research Institute, and (3) The Center for Nutrition Diet and Health, which includes the Institute of Gerontology.





The University of the District of Columbia Community College (UDC-CC) is a vibrant and energetic place to study and learn. Associate degree programs are designed to cultivate the intellectual ability of students, develop their knowledge and skills, and prepare them to think critically, analytically and creatively. The Career Technical & Education (CTE) programs combine academic and technical training to equip students with the knowledge and skills needed to be successful in today's workforce.



The David A. Clarke School of Law (UDC Law), the District of Columbia's only public law school and one of only six law schools at a Historically Black College or University (HBCU), is committed to the practice of law in the public interest, providing countless hours of legal services to low-income residents each year through the law school's legal clinics and multifaceted set of experiential programs. With one of the most robust student clinical requirements of any U.S. law school, UDC Law's No. 5-ranked clinical program (2023 U.S. News & World Report) provides students the opportunity to gain experience in direct representation and policy advocacy. These commitments have earned UDC Law a No. 2 ranking by Law.com (2019) for government and public interest job placement. UDC Law also boasts a significant representation of women, people of color and older students, with top-ten rankings from Princeton Review (2022) for greatest resources for women (No. 9), minorities (No. 2) and older students (No. 1).



The Division of Workforce Development and Lifelong Learning (WDLL) aims to reduce unemployment and underemployment in the District of Columbia by enhancing the skills of its residents. WDLL achieves its mission by providing courses at no cost to DC residents in industry-recognized, high-demand, high-wage career fields/occupations in the DC Metropolitan region. The Division's programming targets economically disadvantaged District residents. WDLL offers in-person, hybrid and online learning opportunities across all in-demand career training pathways.

ACCREDITATION

The University of the District of Columbia is accredited by the Middle States Commission on Higher Education (MSCHE).

RESEARCH

UDC has increased research expenditures under the Office of University Research and the Office of Sponsored Programs—doubling its NSF research expenditures from FY2020 (\$4.6 million) to FY2021 (\$8.1 million) furthering the University’s exploration of a Carnegie R2 designation.



FY2022-23 RESEARCH HIGHLIGHTS:

- Awarded an \$8.7 million grant from the US Department of Health & Human Services to develop a training program for healthcare IT professionals; a \$6 million grant from the National Institutes of Health to construct a premier biomedical research center; a \$3 million grant from NASA in advanced materials; and \$7 million contract from the National Institute of Standards and Technology to hire students and post-docs in advanced manufacturing.
- Facilitated key partnerships with industry, government and academia to provide internships and research opportunities for faculty and students, including a \$425,000 partnership with Amazon for curriculum development; an MOU with the Naval Surface Weapons Center—Dahlgren & Carderock Divisions for student internships and faculty collaborative research, and the Applied Research Laboratory, a Department of Defense University-Affiliated Research Center (UARC) at Penn State for student internships and faculty research.
- Serves as a member of the Intelligence and Security University Research Enterprise (INSURE) of the Advanced Research Laboratory for Intelligent and Security (ARLIS), a UARC at the University of Maryland, where UDC received \$800,000 in research funding for faculty and student research in chatbox and machine learning technologies
- Professor Lara Thompson received the National Science Foundation’s Alan T. Waterman Award for young investigators in May 2022, receiving a \$1 million prize for her novel research in biomedical engineering. UDC was the first HBCU to receive this award in the 46-year history.
- Six UDC faculty members have been recipients of the Black Engineer of the Year Awards every year from 2019-2023, and five UDC female faculty members have received awards from the Annual Women of Color in STEM awards every year from 2019-2022.

ATHLETICS

As an integral part of the University, the Department of Intercollegiate Athletics embraces the overall mission of the NCAA with an emphasis on the Division II strategic positioning platform, which “provides growth opportunities through academic achievement, learning in high-level athletic competition, and development of positive societal attitudes in service to the community.” The Department fosters a competitive environment that respects fairness, courtesy, and ethical conduct toward others. The department will uphold the fair and equitable treatment of all persons and conducts its programs consistent with Title IX, University guidelines and NCAA rules and regulations.



INTERCOLLEGIATE ATHLETICS PROGRAMS

The University of the District of Columbia Firebirds competes as members of the East Coast Conference on the NCAA Division II level in the following sports:

- Basketball (men & women)
- Lacrosse (men & women)
- Cross Country (women)
- Indoor and Outdoor Track & Field (women)
- Soccer (men)
- Tennis (men & women)



THE UDC FOUNDATION

The UDC Foundation is a 501 (c) (3) not-for-profit corporation that is organized to support the mission of the University of the District of Columbia. Governance of the Foundation rests with the President of the Foundation, who serves as Chair of the Board of Directors. The Board is required to report annually to the UDC Board of Trustees on the activities of the Foundation. All University fundraising is directed to the Foundation.



THE POSITION

UDC's President and Chief Executive Officer is responsible for the stewardship of institutional resources and the administration of the educational enterprise within the purview and framework as a quasi-independent agency of the DC government. The President is the Chief Executive of a five-person cabinet whose membership provides oversight for various functional areas across the institution. The responsibility requires the President to exert effective leadership in strategic planning, quality management, and resource allocation for all education, research activities, institutional programs and their administration.

The President works collaboratively with the Board of Trustees and the Cabinet to ensure that executive duties and responsibilities are fulfilled at the highest level while ensuring that resources and support are sufficient to achieve the mutually identified and agreed objectives for the institution's greater good.

KEY RESPONSIBILITIES & GOALS

- Provides overall planning, coordination and evaluation of programs and staff activities of UDC to achieve the UDC's stated goals and objectives;
- Determines institutional priorities in alignment with the University's strategic plan and promotes outreach into target markets from workforce development through the Community College and UDC's diverse degree offerings;
- Ensures that the broad educational and administrative management policies and philosophies of UDC are effectively carried out;
- Coordinates program implementation through effective fiscal management, human resources coordination, policy development and interpretation;
- Makes recommendations to the Board of Trustees regarding appropriate staff appointments, policies, new or amended programs and building and ground improvements;
- Fosters collaboration with faculty through effective, shared governance by providing resources and support to implement academic programs, promote research, and elicit instructional excellence in the University's educational enterprise;
- Provides continued and considerable leadership in the development and preparation of the budget for submission to and approval by the Board of Trustees, Office of the Mayor, and District of Columbia Council;
- Oversees the effective administration of UDC's personnel and talent management, including the development and implementation of personnel policies and procedures;
- Serves as the "chief recruiter," playing a direct role in not only bolstering student enrollment through engagement and interaction with feeder schools but also helping to ensure UDC is an employer of first choice to attract the most talented job candidates from throughout the DMV and beyond;
- Prepares periodic reports outlining the status of UDC programs and activities and new developments, clearly communicating goals, progress, challenges, and proposed solutions;
- Through direct reports and managers, ensures that UDC relations and outreach activities are effectively and efficiently carried out to include public information, UDC development, alumni affairs and UDC publications;
- Analyzes significant trends and developments in higher education and communicates strategic guidance to direct reports and the broader UDC community;
- Ensures that UDC operates within existing Federal and District of Columbia laws;
- Advances cycle of continuous improvement around enrollment, persistence, completion and placement of UDC graduates in rewarding professional pathways;
- Represents UDC before various community groups, both private and public organizations and organizations within UDC, outlining programs, progress and general information that may be pertinent to the interested groups or organizations;
- Maintains an admissions policy that reflects the needs, aspirations and character of the residents of the District of Columbia and beyond;
- Offers a comprehensive program of studies that responds to the widest range of needs and aspirations of residents of the community, recognizing that learning is a life-long process;
- Maintains cooperative relationships with DC public schools for mutual efforts in improving public education at all levels; public and private postsecondary institutions in the community; industry, business and government agencies for internship opportunities; and the many cultural, educational and international resources which abound in Washington.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

The successful candidate will have a record of accomplishment and impact aligned with fulfilling the above expectations and duties. Candidates should have experience as a dynamic higher education leader with a demonstrated understanding of complex organizations, including, but not limited to, public and land grant organizations and the rich and relevant legacy of HBCUs. In addition, the next UDC President should possess the following:

- **Administrative Acumen:** Capacity to champion an academic institution characterized by political complexity that serves various and diverse constituents. Experience in programmatic innovation and optimal administrative structures. Ability to build consensus and synergy across multiple entities, including collective bargaining units, faculty, and an evolving workforce with shifting priorities and expectations.
- **Budgetary Expertise and Fiscal Stewardship:** Experience developing and defending budgetary requests that reflect institutional priorities in alignment with a shared vision and strategic goals. Understands financial implications of decisions and manages with fiscal discipline.
- **Philanthropy and Partnerships:** Lead institutional development and advancement initiatives by cultivating impactful relationships with prospective donors that elevate UDC's profile as a viable and responsive higher education partner. Ability to optimize philanthropic trends and position UDC in alignment with funding priorities for various foundations and donor prospects. Strengthen ties to the UDC alumni network and other potential partners.
- **Enrollment and Recruiting:** Demonstrated capacity to envision and lead a dynamic campaign to attract more students to enroll at UDC through its myriad pathways and entry points. Actively collaborating with leadership in Student Success and Development to support UDC students' enrollment growth, persistence and completion.
- **Strong Communication and Interpersonal Skills:** An exemplary institutional representative and spokesperson with exceptional written and oral skills that reflect emotional intelligence and charisma. The UDC President is expected to be a steady and notable presence among District of Columbia leaders with a high capacity for networking and outreach on behalf of UDC.
- **Educational Leadership and Innovation:** A sterling reputation as an educator; a strong sense of strategic, inclusive leadership linked to success in implementing and managing change and driving organizational achievement, enhancing academic excellence and recognition, and promoting UDC nationally and internationally; ability to identify opportunities for developing and implementing innovative solutions to meet or exceed customer and stakeholder needs; a champion of innovation and change; and demonstrated capacity to understand and relate to the needs of unionized faculty and instructors.
- **Equity:** A deeply rooted, demonstrated commitment to diversity, equity, and inclusion at all levels in keeping with UDC's legacy and institutional values; an advocate of servant leadership in support of the District of Columbia's most vulnerable citizens.
- **Integrity:** Impeccable personal and professional integrity; demonstrated transparency and honesty in decision-making and relationships.
- **Management:** Outstanding ability to develop complex plans and procedures and coordinate people and other resources to realize goals; ability to execute in a multifaceted organizational structure; strong and collaborative decision-making skills; and ability to take reasoned risks.
- **Personal Characteristics and Relationship Building:** High energy and enthusiasm balanced with a professional demeanor; flexible and patient; kind, approachable and down-to-earth; creative with an inclusive management style and the ability to foster partnerships, build relationships, and achieve results by working collaboratively towards clearly established goals.
- **Results Orientation:** Ability to foster a culture of results and outcomes predicated upon delivery, responsibility and accountability.

COMPENSATION

UDC offers an attractive compensation and benefits package commensurate with the successful candidate's background and experience.

HOW TO APPLY

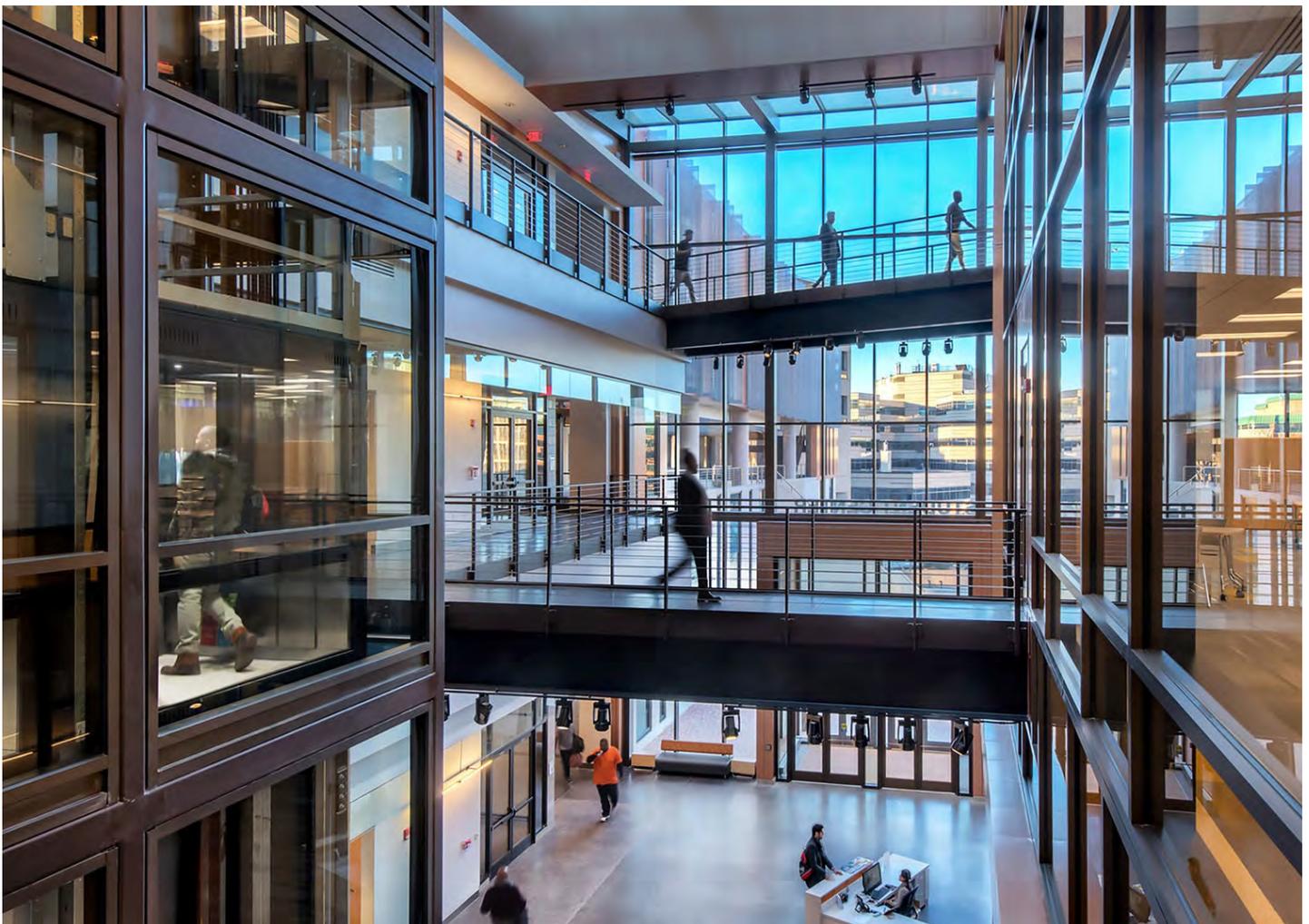
Nominations and applications: For best consideration, please submit application materials by January 31, 2023. Dossiers should include 1) a complete, current CV and 2) a two- to three-page cover letter of interest that addresses the responsibilities and requirements described above, the applicant's motivation to apply and interest in UDC.

The University of the District of Columbia is an Equal Opportunity/Affirmative Action institution. Minorities, women, veterans and persons with disabilities are encouraged to apply. For a full version of the University's EO Policy Statement, please visit www.udc.edu/equal_opportunity.

All inquiries and applications should be addressed to:

Marion Frenche

Search Manager and Practice Leader of Diversity, Equity and Inclusion; and Senior Executive Search Consultant Greenwood/Asher and Associates, LLC KELLY marionfrenche@greenwoodsearch.com



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