



PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES

NOVEMBER 18, 2014

4200 CONNECTICUT AVENUE, NW

WASHINGTON, DC 20008

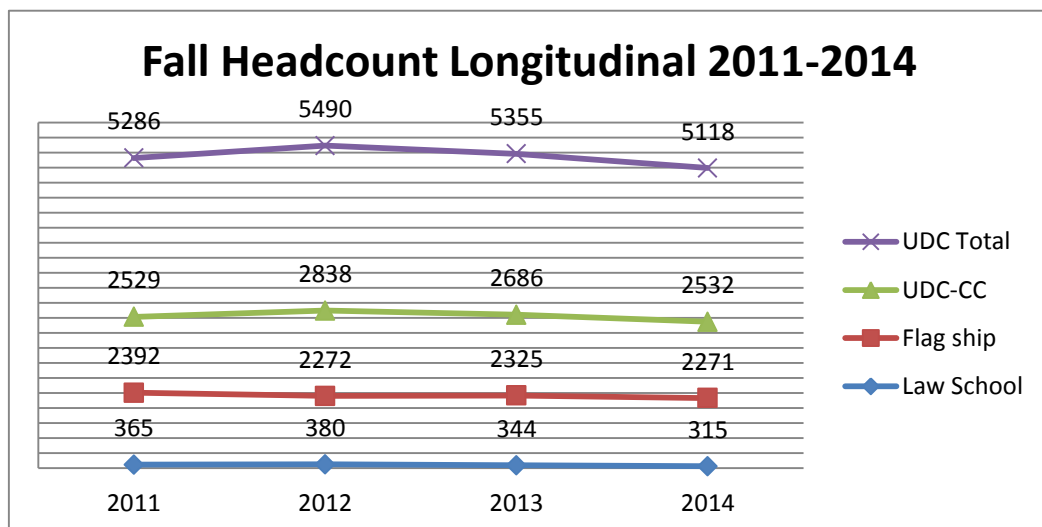
Introduction

The President's Report is informed by each of the vice presidents and senior leaders across at the University. The information and data are integrated in a cohesive manner that details our progress around key indicators and updates progress around the implementation of our Strategic Plan V2020. In the pages below, I will detail institutional progress, efficiencies, outcomes, and challenges. In addition, I will introduce special topics impacting higher education in general and report highlights of student and faculty successes.

I. ACADEMIC AND ENROLLMENT INITIATIVES

ENROLLMENT –FALL 2014 SEMESTER FINAL NUMBERS

- Over the past four years, enrollment at the University of the District of Columbia has declined by 13%. As for fall 2014, enrollment reached 5,118 students which is a decline of 4% compared to fall 2013. Certainly, there exists a myriad of influencers that have impacted the University's ability to grow and even maintain enrollment. Nonetheless, even with a 4% decline compared to last fall, we have seen some evidence of growth which undergirds the projections for the next five years. For example, the College of Agriculture, Urban Sustainability and Environmental Sciences (CAUSES) saw an increase of 4%; the School of Business and Public Administration (SBPA) also experienced an increase (1%), and the graduate school increased by 4%. Of note, the School of Engineering and Applied Sciences (SEAS) saw growth of 15% compared to last fall. These incremental increases indicate that there is a fluid and nimble market to be cultivated and managed.



The Office of Enrollment Management has developed specific strategies for implementation to increase enrollment beginning in spring 2015. The most immediate changes are operational and structural. Through a vertical alignment model, all of the offices under enrollment management are interconnected through identifying a singular team member in each office and putting them in cohorts to reach-out and cultivate prospective students.

The vertical alignment model provides a process for our prospective students to have an integrative experience and prevent the historic “run around” that has been the case at UDC. Therefore, all cohorts—new freshmen, transfer students and international students have specific representatives within each office to engage and assist their enrollment process.

Another critical element of this vertical alignment is predictive assessment. This assessment allows the office of undergraduate recruitment and admissions to predict the likelihood of prospective students enrolling through a potent communication plan and intrusive but nurturing cultivation process. This process develops a profile to determine the “fit factor” of each prospective student. This is a vital shift in the business operations because the imperative to recruit and enroll prospective students who are identified as a “fit” for the institution would result in increasing retention and graduate rates. Therefore, the integrative process of recruitment is tied to fit and retention. As we know, it is easier to grow enrollment if we retain existing students.

- The Counseling Center’s new program coordinator, Dr. Jay Fay, will launch a retention initiative entitled “Bounce Back.” The Bounce Back Retention program has been used on other campuses to target students who have failed to meet academic standards. Research has demonstrated that Bounce Back participants were more likely to remove their academic probation status and increase their overall GPA than students on academic probation who did not participate in the program. We are hopeful that this collaborative effort along with initiatives in the Office of Enrollment Management will make a significant impact on retention and allow UDC to grow our FTE numbers.
- Workforce Development and Lifelong Learning (WDLL) report 1,804 students enrolled in 2,237 courses. This is the largest semester to date in terms of enrollment for WDLL. To put these numbers in perspective, over the course of the entire 2013-2014 academic year, WDLL served 2,424 students in 3,723 courses. This significant growth is primarily attributed to the budget enhancement provided by the Mayor and City Council. Of note, over the past year, Workforce Development and Lifelong Learning (WDLL) have transitioned 161 students into degree programs at the University.

ENROLLMENT AND PERSISTENCE GOALS FOR SPRING 2015

To ensure we reach our enrollment goals, the Office of Enrollment Management has implemented a weekly two-day call campaign which involves the Admissions office, Academic Advising, and the Office of Financial Aid. In addition, the Office of Enrollment Management has implemented a campaign whereby staff in the offices of Financial Aid and Admissions reach out to students who have completed a financial aid application but for some reason, did not complete the admissions application. This will allow the UDC staff an opportunity to cultivate students who knew about UDC but for whatever reason did not complete the application process. In addition, should students meet the requirements for financial assistance outlined in the Mayor’s Fund, counselors in Financial Aid and Admissions will be able to leverage aid to help close the financial aid “gap” and therefore increase our yield rate. See table below.

New Student Enrollment Goals for Spring 2015

Cohort Location	Applications	Admissions	Percentage adm /app	Conversion enrolled/adm	Percentage	Yield Rate: enroll/app	Delta vs. 2014
Flagship	1,348	593	44%	350	59%	26%	1.1% increase
Community College	2141	1242	58%	650	52%	30%	1.0% increase
Graduate	183	75	41%	55	73%	30%	1.0% increase
Total	3,672	1910	52%	1055	55%	28%	1.13% increase

The office of Enrollment Management has also identified an enrollment coordinator whose responsibility is to devise and implement a customer service plan; coordinate and troubleshoot all issues and complaints logged upon any of the offices in enrollment management and provide a resolution. Additionally, the enrollment coordinator will interface with all university offices regarding all systemic processes relative to orientation, enrollment, registration and attrition. This is a strategic step toward resolving some long-standing customer service deficiencies and increasing academic persistence.

Persistence Goals for Spring 2015 for Entering Fall Class

Cohort Location	Fall 11 Entering class	Spring 2012	Fall 2012 Entering class	Spring 2013	Fall 2013 Entering class	Spring 2014	Fall 2014 Entering class	Goal for spring 14
freshmen	945	638(68%)	1067	709(66%)	1009	699(69%)	982	(678)68%
Sophomore	183	132(72%)	192	143(74%)	200	151(76%)	169	(125)74%
Junior	153	120(78%)	128	104(81%)	135	100(74%)	90	(70)78%
Senior	182	125(69%)	127	94(74%)	133	91(68%)	85	(60)70%
Graduate	137	113(82%)	112	95(85%)	141	122(87%)	134	(114)85%
Total Return							1460	1047(72%)

- **First-time Full Time Students Fall 2013 to Fall 2014**

With regard to first-time full-time (FTFT) students entering the University, like enrollment in general, the numbers are slightly lower. In the fall of 2013, the University as a whole had 241 FTFT entering freshman students (94 at the Van Ness campus and 147 at the Community College). The fall of 2014 semester finds 197 FTFT entering freshmen (84 at the Van Ness campus and 113 at the Community College). See table below.

First-time Full Time Student	Fall 2013	Fall 2014
Van Ness Flagship	94	84
Community College	147	113
Total	241	197

- **Transfer Students Fall 2013 to Fall 2014**

We are experiencing a small increase (8%) in the number of transfer students entering the Van Ness campus, and a 22 percent decrease in the number of transfer students entering the Community College. Although as a whole, the institution experienced a seven percent (7%) decrease in transfer students.

Transfer Students	Fall 2013	Fall 2014
Van Ness Flagship	194	210
Community College	196	152
Total	390	362

- **WDLL-Degree Program Transitions:** Over the past year, Workforce Development and Lifelong Learning (WDLL) have transitioned 161 students into the degree programs at the University. Throughout the fall 2014 semester, the WDLL unit has been holding on-site admissions days in conjunction with the Office of Admissions. To date, 64 students have been accepted into the spring 2015 semester. The pipeline from WDLL to degree seeking enrollment is in place and productive.
- **International Students-** The University is proud to include a wide diversity of students to enrich the learning experience. Over the years, the number and origins of our international student body has been fluid. This fall, the largest representative areas include: U.S. Territories, Nepal, Ethiopia, and Nigeria. Although between 2011 and 2014, the most representative areas included: Cameroon, Brazil, Jamaica, Peru, the Philippines, Russia, and Gabon. An emerging representation is evident this fall with students coming to UDC from: Saudi Arabia, Egypt, and Burkina Faso.

- **Housing-** Enrollment for Housing is at 97% occupancy, 143 out of the 148 spaces are currently filled.

II. LEADERSHIP AND OPPORTUNITIES TO MOVE THE NEEDLE

- **UDC-CC New Leadership:** Dr. Dianna Phillips began her tenure as the CEO, UDC-CC on November 17, 2014. Dr. Phillips comes to us from Brookdale Community College in Lincroft, NJ where she served as the Chief Academic and Chief Student Services Officer. She is a seasoned academic leader with nearly 20 years' experience in a broad array of educational settings including a research university, master's university, specialized K-12 school district, and two large comprehensive community colleges.

Dr. Phillips spent a week with us at the end of September and had the opportunity to meet several key people including staff at the flagship and her direct reports, faculty and students at the community college. Dr. Phillips fervently believes in a student-centric operational model that places the needs of students and community responsiveness at the forefront. Her entry plan will kick-off with a listening tour; she will meet with internal and external constituents; her goal is to learn about the College from the perspective of others and to forge new relationships. Armed with that insight and understanding she is eager to work with her faculty and staff to develop an academic plan that will operationalize our Strategic Plan Vision 2020, fortifying the foundation and building a comprehensive community college. We welcome Dr. Phillips and thank Dr. Woodland for his service and leadership while serving as interim/acting UDC-CC CEO.

- **DHS Scientific Leadership Awards:** The University has been approved by the Department of Homeland Security (DHS) for Phase 1 of the 2014 "DHS Scientific Leadership Awards for Minority Serving Institutions Granting Bachelor Degrees." Our goal for this project is to solidify an academic and research capacity at the University in the homeland security social and behavioral sciences research area. UDC's Institute for Public Safety & Justice will focus on developing capacity in two areas: Terrorism & violent extremism; and the area of risk communication & community resilience. This project includes: Funded student scholarships, a continuation of UDC's national HS-STEM summer student research program, as well as the development of a research infrastructure in related areas.
- **Grant Initiatives**
 - UDC-College of Arts and Sciences (CAS) Adult Education graduate program received renewed funding in the amount of \$208,000 in support of student tuition and community engagement. This funding continues a rich partnership between UDC-CAS and OSSE and is the result of an on-going 12-year collaboration that has provided a needed resource for personnel preparation District-wide. Fiscal 2014 funding supported the development of a 25 seat technology supported literacy resource center for adult learners, and paid the tuition for 23 newly admitted graduate students (9 full-time, 14 part-time). The program is supported administratively by a grant-funded director and a newly hired full-time/permanent assistant professor.
 - Three new grants worth a total of \$627,800 were awarded to the School of Engineering and Applied Sciences (SEAS) faculty. Two grants are from the National Science Foundation (NSF) and another grant is from The DC Water Resources Research Institute (DCWRRRI). The grants will support Nanotechnology

Education Workforce Development, Workforce Development for a 21st Century Smart Grid, and Prediction of Water Supply Sources for the District of Columbia.

- The College of Arts and Sciences (CAS)-Education program NSF Noyce Capacity Building grant received a no cost extension to expend leftover funds to finalize supply purchases to support newly developed classes for certification of secondary science teachers (CUE-MAT).

III. ACCREDITATION UPDATES

- **Middle States** - The Self-Study Steering Committee activities remain on schedule according to the schedule approved by the Commission in April 2014. At the beginning of the fall semester, the committee increased its meeting times from once per month to twice per month. All meetings are designed to facilitate problem-solving around critical questions and concerns that arise within subgroups. There are eight sub-groups each tasked with collecting and analyzing data and drafting a report in response to the study design research questions. Activities and Accomplishments:
 - Of the 23 member steering committee we have maintained a consistent and engaged attendance of 2 students, 16 faculty and 5 administrative staff.
 - The steering committee welcomed Yolanda Harris as a new co-chair from the community college. She replaces Interim Dean Marilyn Hamilton who will take on a less demanding role in the self-study initiative due to the requirements of serving as Interim Dean.
 - During the University's professional development week, invited guests from Delaware State University facilitated a well-attended session that focused upon their MSCHE Self-Study experiences and pitfalls of the process.
 - Personnel and staffing for the self-study office (B38, room 312) are taking shape. We currently have: Co-chair Lena Walton; report editor Helene Krauthamer; a half time staff assistant shared with the Learning Resources Division Ms. Latisha Neil; one graduate assistant; one graduate student worker; and three undergraduate student worker positions approved. The office is now open five days per week. Undergraduate student workers will be supporting the subcommittees with administrative tasks.
 - A competition in search of a Self-Study Slogan has been launched. This competition seeks to involve the entire UDC family. There is a grand prize of \$300 for the winning slogan.
 - Co-chair Walton and Interim Dean Hamilton have been engaging the leaders in each of the colleges and schools in discussions and work meetings around outcomes assessment planning and implementation. The fruits of these discussions will form the foundation for the TK20 data base system and its implementation.
 - Ten members of the self-study committee have been identified and will be attending the MSCHE annual conference (December 3-5) in Washington, D.C.
 - The first drafts of subcommittee reports (SSR) are due to the steering committee the second of January.

- **Education Commission for Education in Nursing (ACEN)** - The associate degree program at the UDC Community College in Applied Science for Nursing was visited by the Education Commission for Education Nursing on September 23-25. The program was on warning prior to this visit; the visit resulted in an unofficial recommendation to deny reaccreditation. The final decision is projected to be communicated in April 2015.
- **Accreditation Council for Education in Nutrition and Dietetics (ACEND)** - The bachelor's degree program in Dietetics and Nutrition was visited by the Accreditation Council for Education in Nutrition and Dietetics (ACEND) on September 28-30. The exit summary indicated the need for follow-up reports from the program; however, there was no revelation regarding the teams proposed recommendation regarding reaffirmation of their accreditation. In support of program and state-of-the art instruction, facilities have been renovating approximately 2,420 sq. ft. of space.
- **Accreditation Board of Engineering and Technology (ABET)**: The School of Engineering and Applied Sciences (SEAS) completed a re-accreditation visit for all four (4) of its programs by its accrediting body (ABET). Preliminary feedback was very positive as none of the programs were notified of deficiencies. Three of the programs were required to submit follow-up reports to address perceived weaknesses. Facilities performed renovations upon the laboratories, classrooms and offices (21,000 sq. ft. of space).

IV. COMPLIANCE INITIATIVES

- **Title IX Compliance-** Not a day goes by when we do not receive information regarding Title IX compliance. Institutions are facing increased scrutiny around how they handle sexual assault, sexual violence, harassment, and discrimination on campus. Scores of Colleges and Universities are being investigated by the federal government to see whether their handling of sexual violence complies with antidiscrimination law. As a result of increased legislation, institutions across the United States are hiring full-time Title IX compliance officers to keep abreast of the compliance initiatives and to operationalize the new rules. Some of the expectations include developing separate sexual misconduct policies and procedures, identifying a Title IX coordinator, clearly defining all prohibited conduct and behavior (e.g. sexual harassment, hostile environment caused by sexual harassment, non-consensual sexual contact and assault, domestic violence, dating violence, sexual exploration, stalking, retaliation, and intimidation), and defining what constitutes "consent." Furthermore, institutions are required to identify formal reporting protocols, fulfill reporting obligations of the Clery Act, identify investigation procedures and protocols, preserve evidence, develop a training and educational initiative to educate students, staff, and faculty and outline our institutional approach to prevention. The expectations upon the institution are exhaustive.
 - We have many initiatives currently underway to ensure we remain compliant and we see this as a core issue that requires attention by all constituents of the University.
 - The Office of Residence Life will be passing out the new Title IX pamphlet that was created for all residential students so that they are aware of their rights and responsibilities as students.
 - The Counseling Center and Student Outreach staff completed two days of training for the Men of Strength/Men Can Stop Rape program that promotes men against rape on college campuses and encourage positive behaviors for prevention.

- A Panel Discussion on Aggression, Assault and Harassment was held on October 10, 2014. This panel discussion was co-sponsored by the Office of Athletics, Legal Counsel, Public Safety, and the Counseling Center. Ms. Jamila Allouane & Dr. Jill Fay discussed Interpersonal Violence: Assessing Risk, Prevention, and Intervention.” The session was mandatory for UDC athletes and staff. Approximately 100 students were in attendance.
 - Members of the Threat Assessment team have been participating in webinars and on-the-ground symposiums established to help campuses comply with the new Clery rules and to step-up their oversight of Title IX compliance.
 - A new faculty and staff training program has been added to the suite of compliance (required) training at the University and is available online. The program is called: Preventing Discrimination and Sexual Violence: Title IX and the SaVE Act for Faculty and Staff. The course features stories of higher education employees that highlight issues related to sex discrimination, sexual assault, stalking, and domestic and dating violence. It provides information on the University’s requirements and faculty and staff responsibilities under the law. It states how and where SaVE Act, VAWA, and Title IX laws apply, it provides key legal definitions, describes recipients’ rights, investigation and discipline procedures, and the methods for filing a complaint. Preventing Discrimination and Sexual Violence: Title IX and the SaVE Act for Faculty and Staff is required training for all University employees. We expect all faculty and staff to complete this training by December 31, 2014.
- **DEFAULT RATE- Financial Literacy** - At present, UDC has an 18.6% Cohort Default Rate, which is why the Default Prevention & Management Plan at The University of the District of Columbia was implemented to educate borrowers about repayment options; provide extensive pre-college, entrance, and exit loan counseling; provide financial literacy programs (with and without the VISTA financial literacy initiative); and contact delinquent borrowers on repayment options. It is a team effort led by the Office of Student Financial Aid and consists of additional departments and individuals.

V. FUND RAISING & ALUMNI AFFAIRS

- **One Million Dollar Match Campaign**– On October 9, 2014 UDC Advancement held a private reception on the Dearing Train, an antique train car, for the Board of Trustees, the UDC Foundation Board and the National Alumni Society to kick off the One Million Dollar Match Campaign. Following this event, Advancement will conduct campaigns to generate private (matched) fundraising up to \$1 million dollars. The matching funds have been made available by the District Council Chairman Phil Mendelson.



- **The UDC University Magazine** - The new University magazine *LEGACY* is being planned for publication before Thanksgiving. This publication is foundational for the fundraising campaigns that will follow.

- **Brick and Paver Reception** - On October 23, 2014 the UDC Foundation sponsored a reception for the Brick and Paver Program to showcase the placement of pavers for those donors who purchased bricks or pavers several years ago and to re-launch the Brick and Paver Campaign. The new initiative includes a new price point. Mayor Gray and President Lyons were speakers at this event.
- **Alumni Data Cleanup**- As a result of the Harris Connect project, we are in a position to finally clean up the alumni database. We have analyzed the updated 35,000 alumni records with revised addresses. We are also working on capturing alumni information through better coordinating alumni records using the Banner Advancement Module, which previously was not used and the Raiser's Edge used by the UDC Foundation. Collectively, these technology tools will allow us better data precision allowing for accurate and in-depth information.
- **CCS Consulting**- We are beginning work with CCS, a fundraising and development strategy consultant to conduct an assessment of our development resources and activity. At present they are developing an assessment frame and gathering internal and external constituencies to engage in interviews and focus groups. This is a three-phase approach – data analysis, interviews and focus groups, and then benchmarking.
- **Foundation Fundraising**- As of September 30, 2014 the unaudited total for Foundation fundraising for FY 2014 is \$426, 998 from 679 gifts.
- **Law School Foundation** - During FY '14, 430 School of Law alumni donated a total of nearly \$112,000 to the DC School of Law Foundation for scholarships, fellowships and general support.
- **Workforce Development and Lifelong Learning (WDLL) Fundraiser** - On Friday, September 12, 2014 WDLL hosted its first fundraiser titled: "*WDLL, a Gateway to Investing in Your Dream.*" This initiative raised money for the WDLL programs student success initiative. Mayor Vincent Gray was honored for his steadfast support to the University. The goal of raising \$2,000 was surpassed and a total of \$2,205.00 was raised.



VI. FY 16 BUDGET PROCESS-TIMELINE

- **FY16 Budget** – The University-wide Budget Committee has been working on identifying fiscal year 2016 budget priorities. This will include priorities that are aligned to institutional effectiveness, accreditation reaffirmation, V2020, and operations. The committee meets regularly and is working diligently to address projected expenditures in light of insufficient revenues to meet all the demands and requests. On November 6th the committee met to discuss Tier 1 projected expenses for which are not included in the budget. On November 13th a draft FY16 budget will be prepared. On November 21, a final budget proposal will be presented to the President for review. Budget hearings will take place on campus December 5-9 whereby student, faculty and staff may review the budget and make comments. On December 16th the budget will be presented to the Board Budget & Finance Committee, and on December 20th a one-line budget submission will be submitted to the

Office of Budget and Planning. At the January Board meeting (January 5, 2015) the budget will be submitted for final approval after full board consideration. The revised and final budget will be sent to the Office of Budget & Planning on January 12, 2015.

VII. OTHER BRIEF UPDATES

○ **Union Activity**

UDCFA/NEA- As previously reported, an arbitrator issued an award on the compensation and evaluation articles of the proposed Seventh Master Agreement with the Faculty Association on July 7, 2014. The arbitrator found that the University's position on compensation was the most reasonable and deemed the majority of the University's position on evaluation most reasonable as well. The University transmitted the award to the Mayor and the Mayor transmitted the award to the District of Columbia Council as required by statute. The Council held a public roundtable on October 17, 2014. The University anticipates presenting the proposed Seventh Master Agreement to the Board of Trustees for consideration at its November 18, 2014 meeting. The Council will consider the Seventh Master Agreement and revised faculty pay scales after the Board of Trustees meeting. The University and the Faculty Association are currently in communication to schedule the commencement of negotiations for the Eighth Master Agreement.

AFSCME - In September and October 2014, the University held several bargaining sessions with AFSCME representatives regarding a collective bargaining agreement that would replace the 1988 agreement that remains in place. The parties were unable to reach agreement on all terms and anticipate moving to arbitration in the near future. In the meantime, the parties continued their arbitration proceeding regarding the abolishment of certain positions in 2012.

SEIU- Through an election, the adjunct faculty selected SEIU to be their representative in collective bargaining with the University. The University has provided information to SEIU to assist it in preparing for negotiations and an initial meeting involving University administrators and SEIU representatives was scheduled.

○ **Select Updates, Accomplishments and Kudos**

- **Capital Projects** - The Capital Construction efforts are continuing throughout the Van Ness campus and also at the Bertie Backus Community College location. Current construction efforts include the New Student Center, Auditorium Renovations, School of Engineering & Applied Science Renovation, Building 44 Green Roof and Greenhouse Renovation, Center for Nutrition, Dietetics & Health in Bldg 44, the Bldg 52 Main Entrance & Garage upgrade, Child Development Center Outdoor Educational Facility, Backus Classroom & Infrastructure upgrades, and the UDC TV Studio & High Definition upgrade.
- **New Director of Career and Professional Development Center** - Mr. Jared E. Moffett serves as the new Director of Career and Professional Development Center at UDC. He brings to the University over 15 years of experience in career and academic counseling as well as educational leadership at both the higher education and K-12 levels.
- **Vision 2020 Plan Implementation** - As promised, our Strategic Plan V2020 has not been collecting dust upon a shelf; quite the contrary. Every division, unit and department of the institution is focused upon implementation and a commitment toward a shared urgency. As part of this effort, the senior leadership

has developed a reporting template to track implementation. Each of the initiatives described above help UDC fulfill its Strategic Goals and Objectives and are directly aligned to our strategic plan.

- **Beijing Youth Camp** - Adewola Osunsade, a UDC junior, majoring in chemistry, was selected by the Office of the Secretary of the District of Columbia and participated in the 2014 Beijing Sister-City Youth Camp in Beijing, China (October 20 – 26, 2014).
- **Bullying Prevention** – On October 17, 2014 CAUSES welcomed 100 4H middle school students to the Van Ness campus for an all-day program on bully prevention.
- **Civic Engagement** - On October 17, 2014, student-athletes spent the afternoon picking up trash throughout the Van Ness Neighborhood as part of the East Coast Conference “ECC Team Up and Clean Up” initiative.
- **STEM Exploration** – On October 16, CAUSES welcomed 60 DC PS high school students to the Muirkirk research farm for Agroecology Day which explored agriculture as a tool for STEM education
- **National Depression Screening Day**- The Counseling Center sponsored free mental health screenings on campus in recognition of National Depression Screening Day. Clinical staff administered 2 empirically validated clinical screenings, the PHQ-9 for depression and GAD-7 for generalized anxiety. A total of 57 clinical screenings were completed.
- **Harvest Fest** – On September 26, 2014, over 100 participants from UDC and organizations from all over the District of Columbia attended the Harvest Fest open house at Muirkirk research farm to view cutting edge examples of Urban Agriculture.
- **International Visitors Leadership Program (IVLP)** - On September 16, 2014, UDC was invited to host representatives from Greece in collaboration with the State Department’s International Visitors Leadership Program (IVLP) and the organization, World Learning.
- **Nation of Aruba and UDC Memorandum of Understanding (MOU)** - The UDC College of Agriculture, Urban Sustainability and Environmental Sciences (CAUSES) and the Island Nation of Aruba have signed a MOU entering an agreement to collaborate on capacity-building skills and knowledge in support of food and water security. The MOU, which was signed Friday, Oct. 3, 2014 marks the latest international collaboration for the University. The Prime Minister of Aruba also gave an interview on CAUSES TV.
- **Board of Ethics and Government Accountability (BEGA) Symposium** - On Wednesday, October 22, 2014 the School of Law hosted the DC Board of Ethics and Government Accountability (BEGA) Symposium. Panelists included, Darrin Sobin, ’92, Director of the Office of Government Ethics; Traci L. Hughes, Director of the Office of Open Government; Mark Davies, Executive Director, New York City Conflicts of Interest Board; and Waldo Jaquith, Director, U.S. Open Data Institute. Dean Shelley Broderick moderated.
- **DC Attorney General Candidates Forum** - On Thursday, October 23, 2014 the School of Law hosted a DC Attorney General Candidates forum moderated by the Washington Post’s Mike DeBonis and organized by DC Bar.

- **Mertilla Miner’s induction into the National Abolitionist Hall of Fame and Museum (NAHOF)** - On Saturday, October 25, 2014 in Peterboro, New York, Professor Christopher Anglim, the University Archivist presented an affirmation of Ms. Miner’s induction into the National Abolitionist Hall of Fame and Museum (NAHOF).
- **NCAA Division II Management Council** - Dr. Thomas Bullock was appointed to serve on the NCAA Division II Management Council as the new East Coast Conference representative, effective immediately. Dr. Bullock is the first person from UDC to serve on the Management Council representing the ECC.

VIII. LOOKING AHEAD

- **November 13th - Creative Writing Series Featuring Katia D. Ulysse.** The Literary Club at UDC, the English Department, and the College of Arts and Sciences proudly present the UDC Creative Writing Series and Katia D. Ulysse, author of the critically successful short story collection "*Drifting*." The author will be reading from and discussing her work (4:00PM- 6:00PM, Recital Hall, Performing Arts Building 46-West).
- **November 18 - Melting the Stigma** - Join us for our National Day without Stigma event. This will be an informal discussion dedicated to melting stigmas related to mental health, HIV, disabilities and LGBTQ community. The event will be sponsored by Campaign 9:30 and Active Minds (2:00-4:00 pm in the 4.0 Lounge).
- **November 18 – Ambassador Antoine** will be the keynote speaker for International Student Week.
- **November 16-22 – Homecoming** - Homecoming Activities including men’s and women’s basketball home season openers, a campus parade, fundraiser, ethnic food tasting, UDC tailgate party, community service projects, and a concert.
- **November 19- Alumni Event** - Charles “Choo” Smith (UDC ’98), the 1995 Reslyn Henley Award Winner joined the Harlem Globetrotters and was recognized as one of the greatest dribblers in the world. Charles will present his Globetrotter jersey to the University during halftime of the men’s basketball game vs. Bowie State.
- **November 20** - How to Cultivate an Attitude of Gratitude. During this hands-on session, we will explore how to incorporate principles of gratitude and positive psychology into everyday life. Participants will assemble gifts for patients and family guests at the Children’s National Medical Center (12:00 pm – 2:00 pm, Firebird Inn Bldg. 38).
- **November 21** - And She Cried, Domestic Violence & Sexual Assault Awareness Conference (2:00 pm– 5:30 pm, Bldg. 44 A-03).
- **November 25th** - Home Away From Home for the Holidays – Thanksgiving Dinner 7pm-9pm at the Archstone.
- **December 19th and 20th** - Students Overcoming All Risks (SOAR) and Campaign 9:30 Retreat at the National Harbor.
- **December 29-30** - The University will host the “Triple Threat” boys and girls high school basketball tournament at the Sports Complex. The tournament will feature some of the best high school programs in the east.
- **February 20** - The Fourth Annual Athletics Hall of Fame will be held at Maggianos Little Italy.

IX CHALLENGES

- As we implement our Strategic Plan V2020 we are forced to balance demands, initiatives and priorities carefully in light of flat funding, lower student enrollments, lower tuition revenue, and increased costs associated with compliance and growth initiatives. Careful attention to our strategic priorities will drive our future budgeting plan resulting in difficult decisions.
- Like many other institutions across the United States, we struggle with how to support undocumented students to ensure they have access to higher education beyond high school graduation. The national debate over undocumented immigrants' access to higher education has primarily focused on whether to charge them in-state tuition rates. Chairman Mendelson's office has asked about the University's policy on undocumented students as well as the DC Latino Caucus and the D.C. Center for Immigrant Justice. A representative body of University staff has developed a proposed policy position on undocumented students for the Board's consideration.