



# Change and Transformation Annual Report **2010**



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I am proud to present the 2010 annual report for the University System of the District of Columbia. This document chronicles the achievements of the past year and puts into perspective how those achievements will contribute to the ultimate growth of the system and our city.

Your state University moved significantly forward in 2010. A major capital campaign is creating a physical renaissance, which you will observe in this report. We are building an institution that will launch the dreams of thousands of Washington's most deserving students.

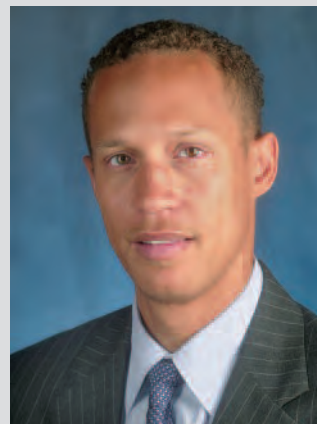
Our Community College is thriving now in a new home near Union Station. A more than 50 percent increase in enrollment in the school's first year of operation was a nice housewarming present when we cut the ribbon in September, and positive projections keep coming in.

The flagship University continues its credible presence on Washington's academic stage. Our system was recognized by both the DC Chamber of Commerce and the DC Board of Trade as a system with its fiscal house in order, which is a glowing endorsement by our business community.

In 2010, we completed the first-ever strategic plan for the University. This blueprint for sustained growth synthesizes the forward movement of all of our component parts in a way that informs the overall growth of our system. This is an evolving plan to which I invite your comments. Please visit [www.udc.edu](http://www.udc.edu) to view our strategic plan and see all the amazing things happening at America's urban land-grant university.

Sincerely,

Allen L. Sessoms, PhD  
President, University System of the District of Columbia



Thank you for your continued support as Washington, DC's only public university continues its flight upward. Your involvement in our beloved University of the District of Columbia is not only appreciated, but it is vitally necessary.

The University stands at a critical point in its history. As we celebrate 160 years of public higher education in the nation's capital, we are firm in our resolution of making this institution the finest public university in the nation, and the next few years will show that we are serious about that commitment. Along with our dedicated mayor and city and business leaders, the University of the District of Columbia is gaining ground every day. Because we know, at the end of the day, our commitment to educating the residents of the District of Columbia is our mission, and our mission remains strong.

I invite you to get involved in this great institution. I invite you to experience all that we celebrate this year—160 years of scholarship and achievement!

My very best,

Joseph L. Askew Jr., Esq.  
Chairman, University System Board of Trustees  
JD, David A. Clarke School of Law



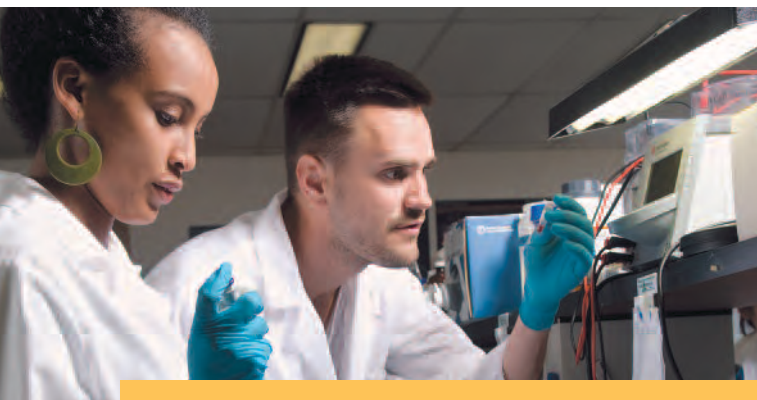
# Academic Affairs

The mission of Academic Affairs is teaching, scholarship/ research and, in a land-grant institution, service to the community and the region. Here are our signature accomplishments for 2010:

- Launched the National Center for Urban Education
- Launched the College of Agriculture, Urban Sustainability and Environmental Sciences (CAUSES)
- Developed new University-wide General Education core curriculum and undergraduate honors program
- With student enrollment and success (i.e., graduation) as key measures, completed productivity and effectiveness reviews of all academic programs
- Secured new underwriting and developed programs to strengthen campus-wide culture of service to promote equity, civic responsibility, community leadership and commitment to sustainability and environmental stewardship

The goal of Academic Affairs is to align academic programs with the University's vision of a modern, urban land-grant institution that meets the needs of students, the District and the world through teaching, scholarship, research, and service.

Creation of future curriculum changes will be informed by ongoing program reviews, current professional/career opportunity data, evidence of need, program potential and availability of external and internal funding.



## Sponsored Programs and Research

- Of 36 competitive grant applications submitted in FY 2010, 21 totaling \$10 million were awarded.
- Since the University was established in 1976, it has received 42 competitive grants totaling \$9.6 million from the National Science Foundation; \$3.5 million (over 35 percent of the money) is from eight grants submitted since Dr. Sessoms's arrival, including our first-ever major research instrument grant for a research-grade NMR spectrometer, which is important for chemical, environmental and biomedical research. This comes out to 37 percent of the NSF funding and 19 percent of the NSF awards in 7 percent of the time.
- Since Dr. Sessoms arrived, UDC faculty have submitted and won competitive research grants also from the

Department of Defense and National Institutes of Health, along with new highly selective NIH and Department of Homeland Security training grants. From NIH alone, we have won four major grants totaling over \$7 million since his arrival.

- The University has invested in research infrastructure, including establishing the Office of Sponsored Programs, providing grant-writing training and assistance, expanding professional development, starting an annual on-campus research symposium where faculty scholarship is presented, and initiating an internal mini-grant program that has given 24 competitive awards to faculty to help jump-start research and obtain the preliminary data needed to win funding from agencies.



## David A. Clarke School of Law

Notable achievements in 2010 at the UDC David A. Clarke School of Law included:

A new ABA-approved Master of Law (LLM) program in clinical legal education, social justice and systems change has been added.

The School of Law recruited and enrolled its first cohort of five talented LLM-candidate attorneys, who are currently assisting in the supervision of JD students in the Juvenile & Special Education, Immigration & Human Rights, Housing & Consumer, and HIV/AIDS clinics.

### **New Record Number of Applicants**

Nearly 1,750 students applied for 125 seats in the School of Law's full- and part-time JD programs. The second year of the part-time program increased to 34 students from 27, for a total of 61 part-time students.

### **Increased Title III Funding**

The School of Law's federal Title III HBCU graduate program funding was increased to \$750,000 per year and is supporting part-time program scholarships, summer public-interest fellowships and the addition of a sorely needed systems librarian as well as a new public outreach coordinator and staff in Career Services and Financial Aid.

## Immigration & Human Rights Clinic

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The School of Law's new Immigration & Human Rights law clinic is headed by Kristina Campbell and assisted by LLM candidate Maunica Sthanki. As of this writing, they and their students have won their first three cases!

## Took Crowell Institute for At-Risk Youth

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The Crowell & Moring law firm chose to provide enhanced funding for the School of Law's Juvenile Justice and Special Education Clinic to commemorate the life of founding partner

Elrod "Took" Crowell, who died in May 2010. The law firm and the Crowell Foundation have now donated or committed \$725,000 in funding for the Took Crowell Institute for At-Risk Youth over six years. The enhanced funding will support two LLM candidates and, therefore, a significant expansion of the scope of the clinic's work.

## Son Donates \$860,000 to School of Law in Mother's Memory

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Elias Solomon, who spent his last years at the Armed Forces Retirement Home in the District, died this past fall at age 92, but not before donating his life's savings to the School of Law in an endowed fund "to support low-income and minority youth" in memory of his mother, Anna Nicokiris Solomon.

## Top Rankings

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- Top 10 in the nation in Law School Clinical Programs (*US News and World Report*, 2010)
- Tied for second in the nation in Diversity (*US News and World Report*, 2010)
- Second most liberal students (*Princeton Review*, 2010)
- Fourth most diverse faculty (*Princeton Review*, 2010)
- Tenth best environment for minority students (*Princeton Review*, 2010)

## Awards

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Dean of Students Annamaria Steward was elected president of the Bar Association of the District of Columbia. She is the first African-American woman elected to this position in the organization's 139-year history.

Dean Shelley Broderick received The Trial Lawyers' Association of Metropolitan DC 2010 Champion of Justice Award.

## US Attorney General Holder Hails School of Law as Model for Nation

On June 17, 2010, in the 18th Annual Joseph L. Rauh Lecture, US Attorney General Eric Holder hailed the David A. Clarke School of Law's required clinical program as a model for law schools nationwide.

"I agree with the assertion by UDC's leadership that all publicly funded law schools should look to the Clarke School of Law for inspiration and consider a similar service requirement. That would be a profound and powerful change. And it would lead, no doubt, to a more just nation and world," said Holder.

He continued, "The students here, in the tradition of the Clarke School of Law, have already been working to fulfill the promise of justice—long before studying for the Bar Exam. Although this is a small school—with only 300 students—you annually provide more than 85,000 hours of public service to low-income community members, and each UDC law student is required to provide at least 700 hours of clinical service to help-less tenants, vulnerable seniors, suffering HIV/AIDS patients, needy children, community groups and businesses. Seven hundred hours: That's incredible. Imagine, for a moment, if every law student in the country were to give back, as UDC students do, while earning their degrees. Since there are approximately 150,000 law students at any one time in this country, that would mean about 100 million hours of clinical services combined—enough to turn tens of thousands of ripples of hope into that 'current which can sweep down the mightiest walls of oppression and resistance.'"<sup>\*</sup>

<sup>\*</sup>Quote by Robert F. Kennedy





## Community College

A college within the University of the District of Columbia, the Community College serves the District's residents by integrating workforce preparation, employability skill development, quality education and remediation, economic development and employer linkages, school-to-career training (a seamless transition from K–12 to adult education and literacy to college prep) and continuous lifelong learning. In 2010, we continued to deliver on our mission with significant achievements in the following areas:

### Student Success

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- Improving developmental education
- Improving customer service and student retention through customer surveys, early alert programs and degree audits
- As a result of the establishment of the Liberal Studies program, there were 11 recipients of this AA/AS degree at the Winter Commencement.
- Student life: Launched Phi Theta Kappa, a national honor society, and the Student Government Association

### College Readiness

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- Working with local public and charter high schools to offer early Accuplacer testing, college-readiness efforts and dual enrollment
- Created a College Readiness Institute in conjunction with Reach for College to train high school teachers on how to improve their students' level of college readiness
- Helping with the effort to create a P-20 Council for the District

### Accessibility

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Expanded our reach to different parts of the District:

- Main location at 801 N. Capitol St.
- Bertie Backus Middle School site on S. Dakota Ave. NE
- Plan to expand to the United Medical Center in Ward 8

### Fundraising

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- Received funding from local and national organizations, including Kresge, Cafritz, Kaiser Permanente, Department of Labor and Fannie Mae
- These funds are more than \$5 million. Most funds provide direct support for students, both for access and success. Funding is used towards technology, training, scholarships, developmental education, student success and Achieving the Dream/Institutional Research. Student recipients of these funds are District residents, including those who receive Temporary Assistance for Needy Families.

### District Partnerships

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We created partnerships to better serve the District: Office of the Chief Technology Officer, Potomac Job Corps, DC Housing Authority, Latin American Youth Center, Carlos Rosario International Public Charter School, DC Public Schools, Office of the State Superintendent of Education (help with Race to the Top grant), Department of Employment Services (to help us locate a one-stop DOES center at the Backus site), and others.

## Academic Partnerships

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- Partnering with colleges from Maine to Virginia on allied health training
- Partnering with colleges as far as Oregon for the Next Generation Learning Challenge grant from Educause
- Have articulation agreements with several colleges

## Industry Partnerships

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- Partnering to expand job readiness: GAP on their training, internships and scholarships for our students; Walmart on workforce training
- Launching Industry Advisory Council to train people for high-paying jobs in hospitality, allied health and construction
- Creating DC Job Training Consortium to bring efficiency, scale, sustainability and convenience to training and employment options for District residents

## Enrollment Growth

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- The Community College currently serves more than 5,000 students—more than half in the academic programs and the remainder in workforce.
- Enrollment grew by more than 50 percent from fall 2009 to spring 2010 in the academic programs. In workforce programs, there were 1,500 students. This year, there will be 2,500.



## Learning Resources Division

The Learning Resources Division is developing new online technology and supporting social networks to make the University's resources and programs more easily accessible to students and faculty. An application was created for iPhones, Blackberries and Androids that allows users to access our distance learning portal and continue the learning and teaching processes at a distance and during university closures. Users can also access the University's catalog information, read e-books online, request materials and reference services. A Teaching/Learning Technology blog that reaches nationwide audiences and provides a forum for inquiry and discussion is now in place.

The Center for Academic Technology has partnered with 500 institutions of higher education to provide benchmarks to ensure high-quality online education and to provide faculty training to obtain Quality Matters certification as peer reviewers.

Much of the periodicals collection, full text, is now available online, and users have access to a collection of more than 50,000 e-books, more than 4,000 streaming video materials, and more than 25,000 video clips. New space within our building has been carved out to support increased technology use.



## Student Affairs

In 2010, the Office of Student Life and Services launched the University initiative on retention and service excellence.

### Career and Professional Development

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Subscribed to the College Central Network database system, which provides students with opportunities and allows employers to post job openings

### Clubs and Organizations

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- Sponsored the Undergraduate Student Government Association's Leadership Retreat for 34 student leaders
- Coordinated the Verizon Wireless's HopeLine program for domestic violence awareness. The top five students, who donated cell phones for the cause, received a \$1,000 UNCF Scholarship and other prizes. Board of Trustees chairman Joseph Askew, staff from Student Life and Services and representatives from UNCF recognized the students during the Homecoming Basketball Tournament.
- Supported five student leaders who attended the National Association of Student Affairs Professionals Student Leadership Institute, held at the University of Maryland Eastern Shore. UDC students received several awards. About 255 students from HBCUs attended.

### Community Outreach/4.0 Programs

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- Provided student volunteers for the Eleanor Holmes Norton Annual Tax Fair
- Renovated internal classroom and storage areas for the Asbury Geriatric Center
- Participated in the Rose Garden Enhancement Project, which served as a kickoff to the UDC green initiative
- Supported Black History Month in collaboration with the DC Commission on the Arts and Humanities
- Placed second for contributions raised for the American Heart Association Heart Walk

### Counseling and Student Development Center

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- Received an \$85,000 grant award from the Substance Abuse and Mental Health Administration Minority Education Initiative for a project to support UDC in implementing an HIV/AIDS, hepatitis and substance abuse peer education program known as Stay Educated, Sober, Tested and Alive
- Received a mini-grant award from HBCU Centers for Excellence in Mental Health and Substance Abuse

### Disability Resource Center

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- Partnered with Syracuse University and Howard University to receive a \$604,600 grant from the Fund for the Improvement of Postsecondary Education (FIPSE). UDC will serve as the lead university for the grant that focuses on low college matriculation, retention and graduation rates for black and African-American students with disabilities as well as the lack of research about that population.
- Shadowed by the National Eye Care Institute to demonstrate the success of a visually-impaired student at UDC
- The UDC Disabled Veterans Club, along with the Persons with Abilities Club, presented at the Community Forum on disabilities at Howard University.

### TRIO and Pre-college Programs

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Coordinated enrollment of high school students through partnerships with Wilson High School, School Without Walls and High School/College Internship Program.

### Office of Judicial Affairs

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Partnered with the Threat Assessment Team to present informational sessions to faculty and staff

### Office of Veterans Affairs

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Invited Sgt. Maj. Michelle Jones, special assistant to the Secretary of Defense, to be the annual Veterans Day Observance Program speaker

## Recruitment and Admissions

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- Admissions went live in the Banner environment, which has streamlined the way in which students apply, are admitted and will matriculate through the University.
- Increased the number of applications received and number of students who chose to enroll at UDC for both undergraduate and graduate programs

## Financial Aid

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- The Office of Financial Aid continued to provide service to the community by partnering with the School of Business to assist students in completing their FAFSA

and federal tax returns; students also participated in US Rep. Eleanor Holmes Norton's annual tax clinic.

- Financial Aid converted to Banner in March 2011, which will result in more streamlined processes and better notification to students regarding school loans. This conversion can potentially lead to increased enrollment, as students will be informed of their financial aid packages earlier in the admissions cycle and, therefore, can make more financially advantageous decisions regarding college selection.
- Student employment programs were combined to maximize student placement opportunities and the number of students who participated in on- and off-campus employment.

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# Government Relations

The Office of Government Relations continued to successfully pursue the University's legislative, regulatory and policy agendas throughout 2010. By cultivating new relationships and building upon existing ones, the office further increased the University's local and national visibility, including the following noteworthy accomplishments:

## Line Item for UDC Included in President's Budget

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In response to a nearly year-long advocacy and outreach effort by the University, President Obama included a \$2.5 million line item for UDC in his fiscal year 2012 budget. This unprecedented level of direct support from the federal government is a clear endorsement of the progress that the University has made through its various reform efforts. The Office is working with appropriators to ensure that the funds remain intact.

## UDC Hosts its 1st Annual Congressional Reception

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The Office of Government Relations continued to build meaningful relationships between the University and decision makers in both the local and federal government throughout 2010. Much of this was accomplished through dozens of meetings with members of Congress, local council members, and appointed officials in President Obama's administration. In addition, The Office of Government Relations hosted the first annual Congressional reception in March 2010. The event drew 20 members of Congress.

## Congressional Internship Program Established

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In a collaborative effort with the University faculty and members of Congress this office helped establish the Congressional Internship Program. This unique opportunity will place University students in Congressional offices for up to two semesters to gain valuable experience and make connections with the nation's foremost decision makers.

## UDC Granted Permanent Procurement Authority

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In late 2010, the District of Columbia Council introduced and passed permanent legislation that granted the University independent authority over its procurement and contracting operations. The University's new independent procurement authority is already streamlining operations, including dramatically reducing the time required to process purchases and get vendors paid.

## UDC Exempted from Citywide Compensation Restrictions

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In recognition of the flexibility necessary to succeed as the city's only public institution of higher education, the Council passed legislation that exempted the University from a citywide salary freeze. This has allowed the University to retain and reward its employees who provide high quality, effective services to students and the University community.



## Campus Services and Facilities Management

The University was granted authority to manage its own capital construction projects in October 2009. In January 2010, UDC also received capital procurement authority and subsequently established the Capital Procurement Office in February 2010. In the past year, the Capital Procurement Office has issued 18 new construction-related contracts and task orders with a total value of approximately \$20 million. The Capital Projects Division has started and/or completed several projects since taking over the capital program. Capital spending increased from approximately \$5 million in 2009 under the management of the District's Department of Real Estate Services to approximately \$15 million in 2010 under University management. In addition, Auxiliary Services has evolved into a more visible University campus life entity.

### Community College at 801 North Capital Street NE

The Community College headquarters officially opened in September 2010 after completion of an extensive renovation of the 801 N. Capital St. building.



## Community College at the Backus Site

The Community College also opened at the Bertie Backus site in September 2010 after renovating 45,000 square feet of the former middle school.

## Renovation of Building 52

The renovation of Building 52 at the Van Ness campus was completed in September 2010 and is the temporary home of the Wilson High School.

## Renovation of Plaza Deck

The renovation of the Plaza Deck will create a new, greener area with enhanced lighting and a new water fountain. The new design also features an eco-friendly storm water management system to help reduce the runoff entering the city's overburdened storm sewers.

## Upgrade of Garage Lighting

The parking garage lighting at the Van Ness campus was upgraded to address safety and security issues.

## Renovation of Stairs and Pathways

Renovation of stairs, brick pavers and asphalt surfaces will address unsafe conditions.

## Renovation of Child Development Center

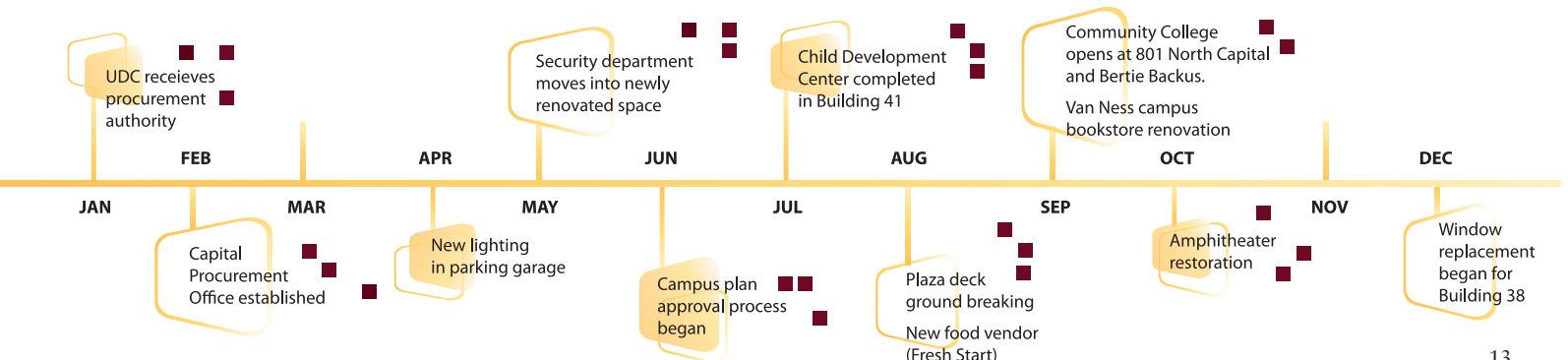
A 3,800-square-foot space was renovated for relocation of the Child Development Center.

## Renovation of Campus Security Department Office

Office and Monitoring Station renovation

## Transformation of Auxiliary Services

- The Van Ness Bookstore was renovated and is now showcasing merchandise with the new logo.
- New food provider Fresh Start offers the campus conscious, nutritious, tasty cuisine using local produce.
- The Van Ness parking garage is undergoing renovations, transforming it from a manual to an automated system.





## Residence Life

For the first time, our University is creating student residences on campus by leasing a portion of a building across the street from the Van Ness campus to house 88 students. It is a first step toward creating residence halls on campus. Plans are in the works to build two 300-bed dorms on campus to give UDC students the “live-away” college experience.

**Goal 1. Recruit, hire and train** a diverse student staff to meet the needs of a growing, diverse, resident population.

- Increased the number of beds offered on campus through the obtainment of off-campus properties in preparation of construction of new facilities
- Increased the number of leadership opportunities offered by getting housing students involved in the election committee

**Goal 2. Academic excellence:** Realizing the academic potential of residential life

- Developed in collaboration with the University community, residential-based programs
- Introduced the Community, Academic, Responsibility, Developmental and Social Programs (CARDS) model
- Collaborated with the health center and peer educator program SESTA to offer programming

**Goal 3. Engagement:** Create community service opportunities, programmatic events and leadership development as major components of student residential living.

- Reorganized the Resident Advisor program

**Goal 4. Technology:** Maximize the use of technology in the delivery of services and information to students living on campus.

- Required all students to submit an email address to receive important updates
- Collected student cellular phone numbers and sent text messages
- Encouraged students to join the University’s Sustainability Committee

**Goal 5. Tradition and pride:** Promote the traditions and spirit of the University of the District of Columbia.

- Gave students UDC trinkets and t-shirts to wear out in the community and around campus
- Included all athletic home games as a part of the programmatic thrust
- Encouraged participation in November homecoming activities
- Offer students an excellent experience. High retention = high cash returns for the University.

**Goal 6. Facilities:** Ensure that we are providing safe and adequate housing for our students.

- Offered a bi-yearly mandatory housing orientation to introduce students to the Public Safety, Legal Council, Sustainability, Risk Management, Athletics and VP of Student Affairs areas and policies that govern them while residing with UDC
- Have a judicial policy that is consistent and fair
- Rent/purchase furniture that is safe and meets fire safety codes
- Monthly—monitor fire safety equipment, perform drills and room safety checks
- Held all resident students responsible for their safety and security
- Created a community of residents; communities take care of each other

# Information Technology

2010 was a remarkable year for the Office of Information Technology. Here is a summary of some of our major accomplishments in 2010.

## Implementation of Banner ERP

OIT works to improve the functional steering and support of Banner ERP system and manages the implementation, maintenance and upgrading of online applications.

- September 2010: Recruitment and Admissions live in Banner
- October 2010: Finance live in Banner
- November–December 2010: Extensive post go-live Finance support

## Research Computing

OIT works closely with Academic Affairs in providing a variety of system, software and research services, one of which is Internet2. The University is now a full member of the Internet2 community. The University will continue to leverage the high-performance network of Internet2 and worldwide partnerships to support and enhance our educational and research missions.

## Implementation of Multi-campus Wireless Access

The use of laptop computers and handheld devices to access the University network via wireless connections has continued to grow. More than 300 wireless access points have been installed to date, providing wireless service to all campuses of the University and the Community College.

## Establishment of Program Management Office

In 2010, the Program Management Office developed processes and procedures for IT project management. These processes and procedures were developed to align directly with PMI (industry standard) methodology. Also, the PMO set up templates on SharePoint for all phases of project management.

## Developed a Three-year IT Strategic Plan

The mission of IT is “to provide the highest quality technology-based services, in the most cost-effective manner, to facilitate the University’s mission as it applies to student services, research, instruction and administration.” IT has developed an action plan that, when executed, will allow us to achieve all objectives outlined in the Strategic Plan.

## Expansion of Storage Area Network

Last year, OIT made significant investments to upgrade and expand the centralized data capacity the University needs for critical IT functions, such as highly reliable university data and file services, email services and data retention. Two new storage arrays were acquired from Dell for the storage area network with combined capacities of 98 terabytes.

## Email and Calendaring, Blackboard Integration

OIT maintains email for over 5,500 students and 1,200 faculty and staff. In 2010, with collaboration from the Learning Resources Department, a uniform account identifier was implemented for access to email and Blackboard. This unique identifier will also be extended to support federated identity and myUDC portal.

## Controlling Cost

Controlling costs in an environment of tight university budgets requires us to phase out systems and services that no longer bring high value to the University. WebFocus and a number of telecommunications lines were disconnected. Savings from these have allowed us to update programs and facilities at minimal cost through collaboration with Campus Services and the Office of Public Safety.





## Intercollegiate Athletics

The Department of Athletics continues to approach growth opportunities through academic achievement, learning in high-level NCAA Division II athletic competition, and student leadership development and community service experiences. As we went to press, the UDC Firebirds athletics program was formally accepted into NCAA East Coast Conference Division II. This is the first time UDC's athletics program has been officially affiliated with an NCAA conference and is seen as another step in the University's comprehensive transformation efforts.

### Academic Achievement

The department's overall team GPA was 3.08 (as of the beginning of the spring 2011 semester). Nearly 20 percent of the student-athlete population achieved Dean's List status, and five student athletes earned a 4.0 GPA. While our work is not complete, the graduation rate for the most recent cohort (students entering the University in 2003) was 47.6 percent. The federal academic success rate for the same cohort was 56 percent.

Senior tennis student athlete Adrian Wyllie (biology) was named to the East Coast Conference men's tennis scholar-athlete honor roll.

Two engineering students, freshman Jessica Nunez (tennis) and sophomore Richard Barrett (soccer), were recognized during the 2011 BEYA STEM Global Competitiveness Conference at the Marriott Wardman Park hotel in Washington, DC. The organization annually recognizes student athletes who excel in science, technology, engineering or mathematics.

### Leadership and Service

The active Student Athlete Advisory Committee began the academic year sponsoring a fall forum for all student athletes. The forum featured Dr. Lonise Bias, who recounted her tragic losses of two sons but advocated finding strength in adversity and the importance of personal responsibility in decision making.

Student athletes engaged in community service, participating with the Special Olympics, Washington, DC Food and Friends, and The American Cancer Society's Making Strides Against Breast Cancer, held on the National Mall. Men's and women's basketball coaches, volleyball coaches and student athletes recognized The American Cancer Society Think Pink initiative during home games.

The UDC staff development program is featured in the January 2011 issue of the NCAA Division II Athletic Directors newsletter.

# Athletic Achievement

## 2010–11 Highlights

Sophomore Tomas Gajdusek (finance) ended the 2010 season as East Coast Conference Men's Tennis Player of the Year and was named to the NCAA Division II Men's East Singles Team.

The 2010 Independent Women's Basketball Player of the Year, senior Lillian McGill (justice admin.), led the nation in rebounds per game for NCAA Division II.

Junior women's basketball student athlete Stacy Griffith (architecture) was selected to play for the US Virgin Islands National Team.

UDC Volleyball ended the 2010 campaign with a 20–8 record under second-year head coach Sheila Weaver. The UDC Student Government treasurer, senior Karen Trevino (political science), ended her career ranked in the NCAA top 20 in hitting percentage.

Sophomore Hillary Mugun (accounting) completed the 2010 men's cross country season with five first-place finishes.

Women's tennis players freshman Jessica Nunez (engineering) and senior Maria Vitkina (sociology) were named to the 2010 East Coast Conference First Team following the 2010 fall season.

Freshman Miguel Uzcatogui (engineering) won the USTA/ITA Men's Tennis B Championship.

## Continued Progress

Former Georgetown University director of athletics Joseph Lang was hired as associate director of athletics for NCAA Compliance. The Athletics Advisory Board, chaired by assistant general counsel Terri Carmichael Jackson, was formed. The NCAA Institutional Self-Study was completed, and members of the institution's Compliance Committee, chaired by NCAA faculty athletics representative Dr. Thomas Bullock, attended various NCAA conferences. These are examples of the University's continued commitment to NCAA Compliance.

The institution's infrastructure improvements included an upgrade of the UDC soccer field and resurfacing of the tennis courts. The University received a major gift for athletics through the Blum-Kovler Foundation, and Patrick J. Knapp has joined the staff to focus on continued development and sponsorship opportunities.

The University of the District of Columbia is recognized on the national level. Director of athletics Patricia Thomas serves on the NCAA Division II Management Council, Division II Athletic Directors Association Board and East Region Men's Basketball Advisory Committee.



# University Relations and Public Affairs

As guardians of the University of the District of Columbia brand, we work to promote the University's programs and achievements across all platforms, media and constituencies, which range from prospective students, donors and employers to policy makers, opinion leaders, community residents and current students, faculty and staff. Our primary responsibility is to advance the institution's mission through timely and engaging communications, fund raising, relationship building and community outreach. Key initiatives in the past 12 months included:

## Brand Identity

In 2010, we were tasked with raising the University's profile and enhancing its image in order to boost recruitment and fund-raising efforts. Our first order of business was developing a new logo and identity to better unite all the schools under the UDC umbrella. The new mark and refined colorway—a dynamic red wing—pays homage to our legacy institutions and alumni while capturing our transformation into a world-class university prepared to take on the academic and professional challenges of the 21st century. To ensure buy-in and support among all stakeholders, we held numerous focus groups and did extensive polling to probe attitudes and reactions. The new logo, business papers, signage and identity package have created a new pride within the UDC community, both on and off campus.



## Image and Awareness

UDC has, for better or worse, an image problem. To counteract misperceptions and negative impressions, we ran two intense six-week schedules of transit, broadcast, print, Web and TV advertising. The campaigns, headlined "Did you know...", highlighted meaningful and unexpected facts about the University system (e.g., grants, new programs, rankings and ratings) that generated considerable earned media and, more importantly, increased interest among prospective students and their influencers. In addition, pre-post research showed a significant increase in positive awareness among our target audiences. In the second flight, we utilized QR codes (readable by smartphones) to gauge the recruitment value of programs and the general selling proposition of the advertising. We are the first university in the metro area to test this technology that is widely used by marquee consumer brands.

## Web

The website is our most important connection to the external and internal UDC communities. Accordingly, it is a continual work in progress. To support the University's IT initiatives, we have designed and are launching the new myUDC Web portal to faculty/staff and students, a new online university directory and new Web pages for the Community College, CAUSES, Sustainability and the 160th anniversary. We have introduced online flip books to enhance readability and use of select college publications (course guides, directories, catalogs). Finally, in 2011, we will complete the technical redesign of the UDC website utilizing the content management system, Drupal, to help faculty/staff update their own pages in a more timely and efficient manner.



## UDC-TV

A critical expression of our community service mission is our cable station, UDC-TV. In 2010, we began implementation of the second phase of the digital upgrade to new broadcast production and signal distribution systems, which will conform to industry standards for digital transmission of the highest broadcast signal. It will consist of a new multichannel video server, automation system, AV monitoring, DVCAM ingest and recording, channel graphics and branding system, terminal gear, router control, equipment, racks and console, commissioning and training.





## Advancement and Alumni Relations



There is much change and excitement in the University Office for Advancement, starting with the arrival of the new associate vice president, John T. Butler, to lead the institution's advancement efforts. Long associated with university development, he most recently served as vice president for advancement at Mount St. Mary's

University in Emmitsburg, MD, where he successfully led a \$60 million campaign (the largest in the university's history) and as president and CEO of Archbishop Carroll High School in Washington.

One of the first successes under Butler's leadership was the sold-out Kickoff Gala, the first of a yearlong series of events celebrating UDC's 160 years of scholarship and achievement ([udc.edu/160](http://udc.edu/160)). At this writing, we can proudly report that more than \$230,000 was raised in cash gifts and an additional \$120,000 was secured in in-kind donations.

The offices for Advancement and Marketing are working very closely to raise awareness of the 160th Anniversary celebration among donors, District residents, opinion leaders and members of the UDC community. Traditional university events, such as Founders' Day, Commencement and Convocation, all played up the 160th Anniversary theme. For example, at this year's Founders' Day celebration, the UDC Foundation awarded scholarships in honor of student excellence and in celebration of the University's 160th Anniversary.

One of the many fundraising opportunities during this milestone anniversary year will be the Brick Campaign to raise funds, increase the University's visibility through the commemoration of its 160th Anniversary celebration and to connect alumni, donors, friends and the community at-large.

The office has also been busy upgrading its technology and procedural infrastructure. Planning for the Banner Advancement Module continues and will give the University the ability to better house and manage alumni records and giving. Thanks to our Web resources, there are now increasing options for online giving through the website and mobile giving.

The team is also working, with the assistance of the Office of Financial Aid, on updating the student scholarship Web pages for immediate posting. A comprehensive scholarship brochure will soon follow. New university advancement policies are being finalized to ensure greater coordination of development events and activities university-wide.

The Office of Alumni Relations ([udc.edu/alumni](http://udc.edu/alumni)) continues to produce the monthly e-newsletter, "Flame on the Fly," and the biannual magazine, *The Flame*, to keep alums and friends of the University up-to-date on campus and alumni news. Among 2010's biggest initiatives was the highly successful 2010 Homecoming Alumni Dinner Dance, featuring keynote speaker Portia Holmes Shields, PhD, '60, who was a former president of Albany State University in Albany, GA.

Alumni Relations also worked with alumni, UDC departments and the UDC National Alumni Society on the All Alumni Class Reunion Silent Auction & Reception, held on May 3, 2011.

## Discussion of Financial Results

The University of the District of Columbia has maintained a strong financial position while achieving measurable performance results. UDC increased its operating revenue by 11 percent in fiscal year 2010. It also increased expenses by 8.2 percent to make critical investments in its vision of an academically strong public state University and successful Community College. The financial leadership of UDC continuously seeks to increase and strengthen the University's base and position its finances to best meet its needs and challenges.

### Summary of the Statement of Net Assets

(x 1,000)

	2010	2009	2008
<b>Assets</b>			
Current assets	\$49,150	\$56,806	\$52,105
Noncurrent assets			
Investments and notes receivable, net	35,995	33,868	31,358
Capital assets, net	84,627	69,993	68,048
Other	296	296	297
<b>Total assets</b>	<b>\$170,068</b>	<b>\$160,963</b>	<b>\$151,808</b>
<b>Liabilities</b>			
Current liabilities	77,642	58,221	34,178
Noncurrent liabilities	1,388	559	11,326
<b>Total liabilities</b>	<b>\$79,030</b>	<b>\$58,780</b>	<b>\$45,504</b>
<b>Net assets</b>			
Invested in capital assets	84,626	69,993	68,048
Restricted for endowments	7,242	7,242	7,242
Restricted for grants and contracts	335	566	305
Unrestricted	(1,165)	24,382	30,709
<b>Total net assets</b>	<b>\$91,038</b>	<b>\$102,183</b>	<b>\$106,304</b>

## Revenue

In FY2010, total operating revenue increased 11.0 percent to \$61.4 million. This growth is primarily driven by an increase in student tuition and fees. The University seeks to continue to diversify its revenue sources. The local appropriation from the District of Columbia remains the largest part of the total revenue in FY2010 at 48.3 percent of total revenue. Tuition accounted for 20.8 percent of revenues, and federal grants and contracts accounted for 13.6 percent in FY2010.

The table to the right shows a summary of the University's revenues from 2008 through 2010.

## Net Assets

Consolidated net assets decreased \$11.1 million to \$91.0 million in FY2010. FY2010's total assets equal \$170.1 million and total liabilities equal \$79.0 million.

The University's investments are managed by J. P. Morgan and Bernstein Global Wealth Management.

The following table shows the changes in net assets.

### Summary of Changes in Net Assets

(x 1,000)

	2010	2009	2008
Operating revenues	\$ 61,381	\$ 55,307	\$ 47,591
Operating expenses	141,266	130,611	109,984
<b>Net assets used in operations</b>	<b>(79,885)</b>	<b>(\$75,304)</b>	<b>(\$62,393)</b>
Nonoperating revenues	67,268	65,794	56,961
<b>Decrease in net assets before capital appropriations</b>	<b>(\$12,617)</b>	<b>(\$9,510)</b>	<b>(\$5,432)</b>
Capital appropriations	1,473	5,388	7,932
<b>Change in net assets</b>	<b>(\$11,144)</b>	<b>(\$4,122)</b>	<b>\$2,500</b>

# Financial Review FY2010

## Total Revenues

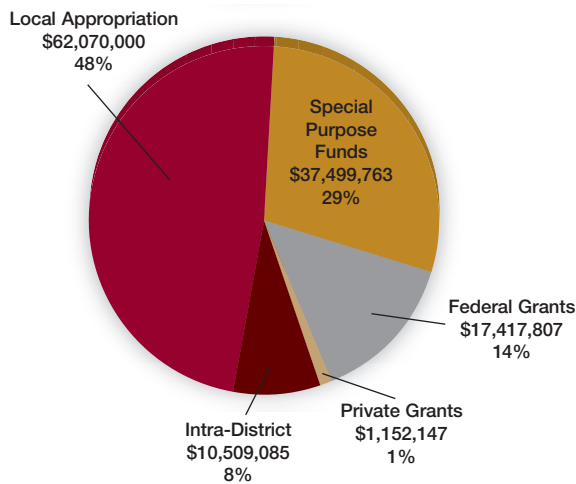
	2010	2009	2008
<b>Operating revenues</b>			
Student tuition and fees	\$26,696,199	\$19,387,932	\$17,915,688
Federal grants and contracts	17,417,807	19,146,403	15,895,664
Local grants and contracts	10,509,085	9,155,789	8,062,079
Nongovernmental grants and contracts	1,152,147	807,204	819,530
Sales and services of educational departments	1,211,387	1,395,607	1,399,006
Auxiliary enterprises			
Athletics division	493,105	1,286,038	1,334,735
Child development center	163,571	65,613	69,536
Cable television	253,125	144,585	228,437
Other operating revenues	3,484,786	3,918,049	1,866,581
<b>Total operating revenues</b>	<b>\$61,381,212</b>	<b>\$55,307,220</b>	<b>\$47,591,256</b>
<b>Nonoperating revenues (expenses)</b>			
District of Columbia appropriations	62,070,000	62,070,000	62,769,786
Investment income	2,303,190	958,561	(7,496,638)
Gifts for scholarships	2,894,314	1,895,694	1,687,652
Other nonoperating revenue	86	869,914	
<b>Net nonoperating revenues (expenses)</b>	<b>\$67,267,590</b>	<b>\$65,794,169</b>	<b>\$56,960,800</b>
<b>Total revenues</b>	<b>\$128,648,802</b>	<b>\$121,101,389</b>	<b>\$104,552,056</b>

Tuition and fees are a growing revenue source for the University. Tuition increases largely stem from the increases in enrollment, specifically at the Community College. Community College enrollment (headcount) increased 50 percent from 1,779 in fall 2009 to 2,672 in fall 2010. As the University and the Community College continue to develop, tuition-and-fees revenue will also continue to grow with UDC's continued enrollment growth and success.

Revenue support from the District of Columbia is still the most important component of the University's revenue. General appropriations from the District remain constant at \$62.1 million, which is 48 percent of total revenue, decreasing from 51 percent of total revenue in FY2009. Despite this decrease in percentage, the actual dollar amount of the appropriation remains the same, which shows less dependence on subsidies and greater revenue diversity. The continued funding from the District of Columbia shows the city's support of the University's mission and its commitment to student success.

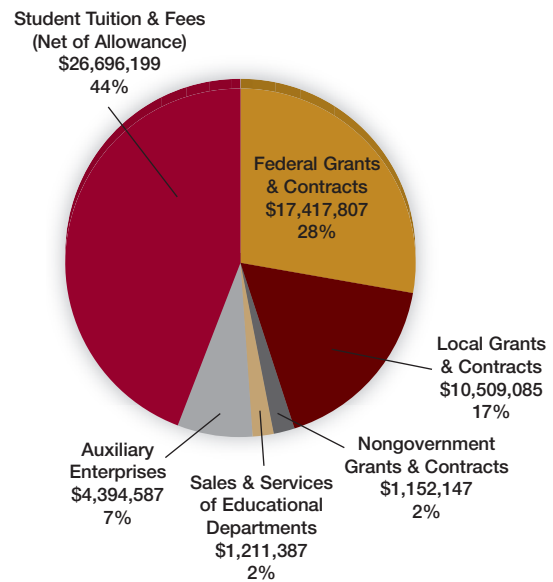
## Total Revenue by Resource

\$129 Million in Fiscal Year 2010



## Operating Revenue by Resource

\$61 Million in Fiscal Year 2010

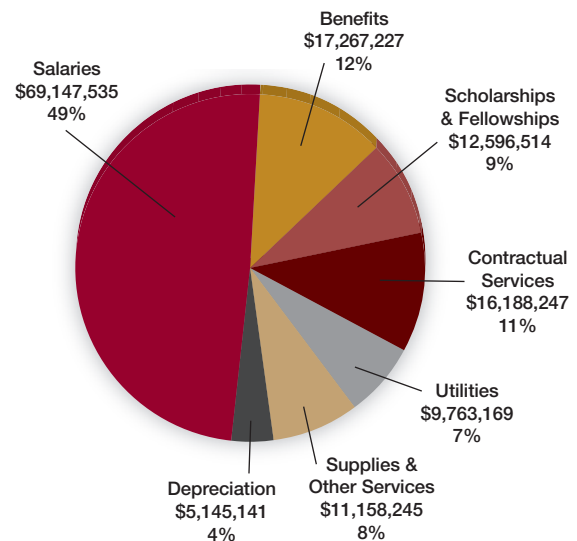


## Expenses

In FY2010, operating expenses totaled \$141.3 million, an 8.2 percent increase over FY2009. Salaries and benefits totaled \$86.4 million and accounted for 61.2 percent of total operating expenses.

## Distribution of Expenses

\$141 Million in Fiscal Year 2010



## Total Operating Expenses

	2010	2009	2008
Salaries	\$69,147,535	\$65,949,486	\$54,100,509
Benefits	17,267,227	13,994,674	10,890,408
Scholarships and fellowships	12,596,514	14,240,303	11,151,627
Contractual services	16,188,247	15,886,588	17,099,047
Utilities	9,763,169	9,476,110	6,546,592
Supplies and other services	11,158,245	5,388,151	4,886,289
Depreciation	5,145,141	5,675,737	5,310,011
Miscellaneous			
<b>Total operating expenses</b>	<b>\$141,266,078</b>	<b>\$130,611,049</b>	<b>\$109,984,482</b>

The following table shows expenses by function.

## Expenses by Function

	FY 2010		FY 2009		Increase/(Decrease)	
	Amount	% of Total	Amount	% of Total	Amount	% Change
Instruction	\$39,654	28%	\$ 41,506	32%	\$ (1,852)	(4)%
Research	5,306	4	5,440	4	(134)	(2)
Public service	4,342	3	3,689	3	653	18
Academic support	20,139	14	15,259	12	4,880	32
Student services	10,019	7	8,981	7	1,038	12
Institutional support	18,834	13	19,645	15	(811)	(4)
Operations and maintenance	26,652	19	16,712	13	9,940	59
Scholarships and fellowships	6,116	4	9,733	7	(3,617)	(37)
Auxiliary operations	5,059	4	3,970	3	1,089	27
Depreciation	5,145	4	5,676	4	(531)	(9)
<b>Total expense by function</b>	<b>\$141,266</b>	<b>100%</b>	<b>\$130,611</b>	<b>100%</b>	<b>\$ 10,655</b>	<b>8%</b>

The University financial data is audited by KPMG, LLP. University-audited financial statements can be found on the UDC website.

## Future Outlook

The University of the District of Columbia has embarked on a visionary transformation to become an academically competitive public university. In 2010, the University continued rapid development of the Community College, while making significant changes and investments at the four-year flagship University. The University is actively working toward achieving its vision of a quality public institution and an open-access Community College in our nation's capital.

To achieve its vision, the University must continue to make critical investments in its programs and facilities and support a new Community College. Due to these pressures in FY2011 and the current economic environment, the University faces significant fiscal challenges in FY2011. The University will need to support three additional major campuses for the Community College in FY2011 along with faculty hiring for Community College programs and new University programs. UDC is also making critical investments in its facilities and development and outreach function to sustain the university environment and grow the University within the community.

To meet these challenges, the University will continue to look towards growing its revenue base and diversifying its revenue sources in FY2011. Tuition revenue is projected to continue to significantly increase as enrollment increases at both the University and the Community College. UDC's overall enrollment increased 50 percent from fall 2009 to fall 2010, with exceptional growth at the Community College. The University will also maximize its own revenue-generating activities through Athletics and Auxiliary Services. The University is expecting its intra-district grants to increase through grants for Workforce Development. The University has invested significant funds for its development activities and is looking to raise significant federal, local and private funds for the University.

The University will continue prudent and disciplined management of its resources to maximize its resources in light of these pressures. Management is undertaking a fiscally conservative path and extending cost-containment measures while balancing the need to invest in long-term priorities. The University is diligently connecting its top strategic priorities with its resource allocation process. The University is also analyzing and applying higher education best practices to improve operational effectiveness and efficiency throughout the University.



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*All names listed above were active as of the end of calendar year 2010.*

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