

UNIVERSITY OF THE
DISTRICT OF
COLUMBIA
— 1851



Delivering on the Promise

STRATEGIC PLAN 2024 - 2029





VISION

Articulates a bold vision for the future of UDC

GOALS + OBJECTIVES

Determines how we will achieve the vision

KPIs + TARGETS

Identifies how we will measure success

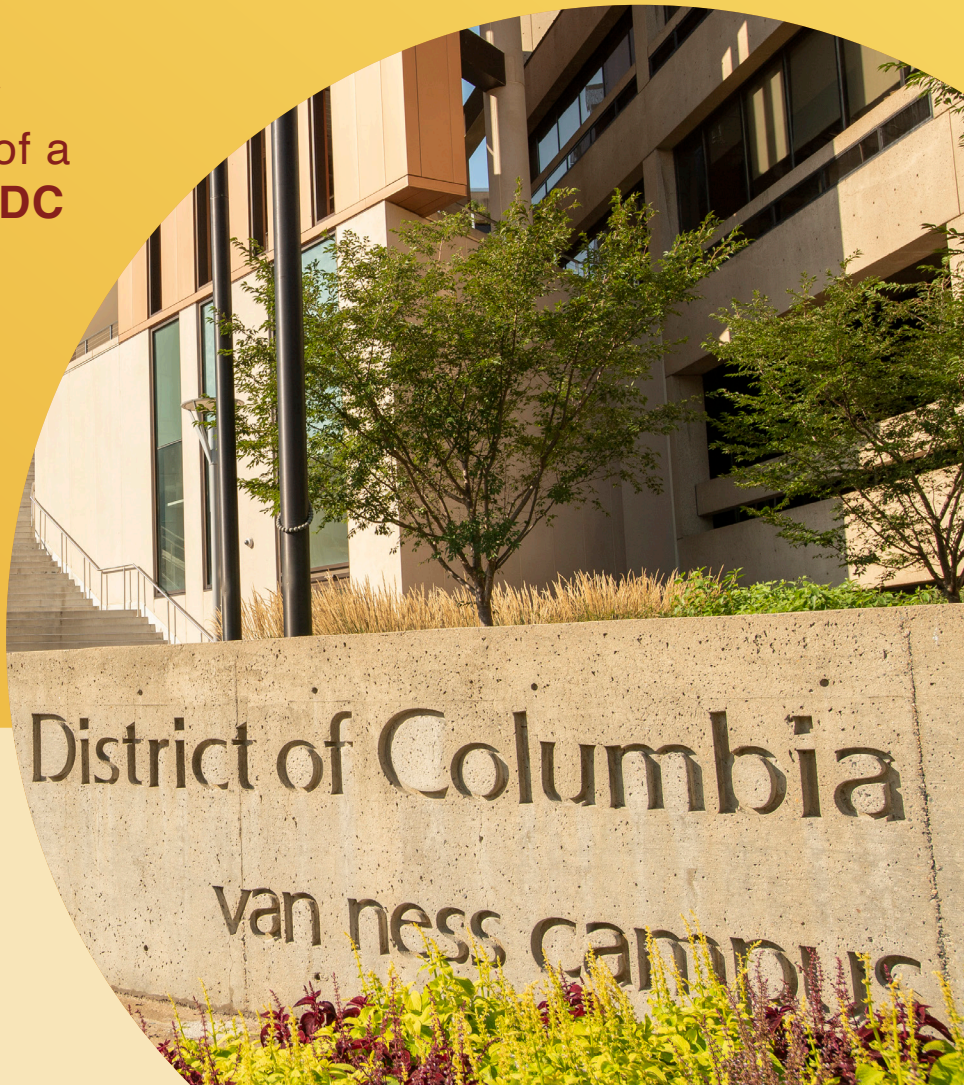
INITIATIVES

Describes specific actions that will be undertaken

22

Delivering on the Promise of becoming

- A **world-class flagship university** for the nation's capital
- A **national model** for urban student success
- The District's **workforce and economic mobility** engine
- A **research and innovation** hub addressing the District's critical needs
- And uniting all university stakeholders in support of a shared vision for **ONE UDC**



GUIDING METRICS



UDC STRATEGIC PLAN KEY PERFORMANCE INDICATORS

METRIC	BASELINE	BY 2029
Second-Year Retention Rate (Combined for Associate and Bachelor's Degree-Seeking Students)	66%	80%
Graduation Rate (Six-Year Bachelor's Degree-Seeking Students)	40%	65%
Degrees Awarded	785	1,500
Workforce Certificates Awarded	176	400
Enrollment	3,855	6,000
Student Satisfaction Rate	69%	90%
Annual Giving	\$3M	\$10M
Total Research & Development (R&D) Expenditures	\$10.8M	\$15M



ALIGNMENT WITH MAYOR BOWSER'S COMEBACK PLAN FOR D.C.

UDC STRATEGIC PLAN FOCUS AREAS	DC'S COMEBACK PLAN FOCUS AREAS		
	SUCCESSFUL BUSINESSES	OPPORTUNITY-RICH NEIGHBORHOODS	THRIVING PEOPLE
Student Success Outcomes	X		X
Academic Program Quality and Workforce Alignment	X	X	X
Institutional Reputation and Brand			X
Student Life/Campus Culture	X		
Faculty and Staff Excellence	X		X
Operational Efficiency/Campus Infrastructure	X		
Philanthropy	X		
Research and Innovation	X		
Outreach and Engagement	X	X	X

Mayor Bowser's Comeback Plan intertwines with the UDC Strategic Plan by placing a significant focus on the integral role of education and universities in shaping the future workforce in Washington, D.C. Through strategic collaborations, the plans envision universities as vital contributors to workforce development, fostering partnerships that equip students with the skills essential for success in a dynamic job market.



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MESSAGE FROM

Mayor Muriel Bowser Washington, D.C.



As Mayor of the District of Columbia, I am pleased to express my support for Delivering on the Promise, a smart and sophisticated strategic plan for the University of the District of Columbia that positions it as a vital and powerful force for propelling the District forward.

Delivering on the Promise sets daring goals for UDC: becoming a world-class, flagship institution for the District; serving as a national model for what success looks like in urban communities; establishing itself as a key driver of socioeconomic mobility in D.C.; and serving as a major hub for research and innovation that addresses some of our city's most critical needs.

Though these goals are bold, I know that UDC will achieve them as the university has long been fully committed to our shared goal of providing opportunity to—and promoting prosperity for—all District residents. Its faculty, staff, students and alumni reflect the best of what D.C. has to offer: brilliance, creativity and perseverance. I am proud to stand alongside UDC as we work toward D.C.'s comeback.

My administration is glad to partner with UDC in Delivering on the Promise as we strive to offer our residents a fair shot. We work every day toward a safer; stronger; and more educated, equitable and resilient future for our city and the 700,000 residents who call D.C. home—we're so excited to have UDC join us on that journey!

Sincerely,

Muriel Bowser, Mayor

MESSAGE FROM

Chairman Phil Mendelson Council of the District of Columbia



I am honored to extend my warmest congratulations on the launch of the University of the District of Columbia's new five-year Strategic Plan: Delivering on the Promise. The plan articulates a bold vision for the future of the university and will establish UDC as a leading national public urban university through excellence in student achievement, alignment with workforce needs and impactful service to the community.

As an elected official representing the District of Columbia at-large for many years, I have witnessed the valuable contributions that UDC has made to our community and beyond. From groundbreaking research initiatives to fostering a diverse and inclusive learning environment, UDC has consistently exemplified excellence in higher education. I am confident that UDC will continue to thrive and uphold its commitment to excellence in teaching, research and service: boosting student retention and completion rates, increasing enrollment, doubling the number of credentials awarded, tripling annual fundraising and growing research expenditures.

The unveiling of Delivering on the Promise is a milestone in UDC's journey toward continued growth and success. I commend the collaborative efforts of faculty, staff, students and stakeholders who have contributed their insights and expertise to the development of this transformative plan.

Please know that you have my unwavering support. I look forward to our working collaboratively to ensure that UDC moves to the forefront of academic innovation and continues to make a positive impact on the lives of students.

Sincerely,

A handwritten signature in black ink that reads "Phil Mendelson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Phil Mendelson, Chairman

MESSAGE FROM

Christopher D. Bell, Esq.

Board of Trustees, Chair



I am honored and thrilled to endorse this five-year strategic plan for the University of the District of Columbia, Delivering on the Promise.

This plan envisions UDC as a leading national, public, urban university that prioritizes excellence in student achievement, strong alignment with local workforce needs and impactful service to the community—elements that speak to the core of who we are as an institution.

The university we will see five years from now will look substantively different from the UDC of today, though its legacy of accessibility and opportunity will remain unchanged. By enacting and embracing the components of this strategic plan, UDC will be better equipped to address District needs, transform lives and facilitate economic mobility for local residents.

Outcomes we anticipate by 2029 include significantly boosted student retention and program completion rates, a 50% increase in enrollment, a doubling of the credentials awarded, tripled annual fundraising totals and a 50% jump in research expenditures.

Accomplishing these ambitious goals will necessitate ongoing investment from the District government. It is only with the gracious support of D.C. Mayor Muriel Bowser and members of the D.C. Council that UDC has been able to continually invest in our programs and improve our physical infrastructure; for example, our campuses are currently bustling with multiple renovation and enhancement projects that we could not accomplish without District support.

These investments are paying off. Our institutional reputation and brand are on the rise, as evidenced by recent increases in enrollment and applications for admission. We're forging stronger partnerships with our local schools, businesses and nonprofits as we re-envision what education and workforce training look like in the contemporary world.

UDC is soaring, and I am so excited to serve as one of its champions as we move with purpose into the future. Let's take the University of the District of Columbia to even greater heights!

Sincerely,

A handwritten signature in cursive script that reads "Christopher D. Bell". The ink is dark and the signature is fluid and legible.

Christopher D. Bell, Esq.

MESSAGE FROM

Maurice D. Edington, Ph.D. President



What a privilege it is to present Delivering on the Promise—a vision for the University of the District of Columbia that builds on our legacy while stepping boldly into the future.

This is an exciting and dynamic era for UDC. We are now the #14 public HBCU in the country (*U.S. News and World Report*). We're a sought-after research destination for funding agencies, such as NASA, the U.S. Department of Agriculture, the U.S. Army and the National Science Foundation. Our faculty are nationally and internationally recognized, and consistently in the spotlight for prestigious fellowships and achievements in the arts. Our students are on the national stage, serving in leadership roles in their fields and seeing their work in major publications. Our alumni include courtroom judges, Emmy winners, Microsoft engineers and nonprofit executives.

We also make a habit of serving our local and national community. Our UDC Law student-attorneys provide tens of thousands of hours of free legal services each year. Our Firebird Farm and urban food hubs donate more than four tons of fresh produce to the community annually. And we regularly work with underserved youth in the District, including a recent environmental justice internship for high school students.

We have much to be proud of and are poised to build on this incredible momentum as we chart the path forward. Now is the time to fully commit to and fully realize our immense potential – the potential of an institution whose roots were planted in 1851 in the firm belief that all people deserve a high-quality education. An institution that has always stood for social justice and opportunity. An institution whose best days are ahead of us.

This five-year strategic plan outlines a bold vision for UDC, positioning it to become:

- a world-class flagship university for the nation's capital
- a national model for urban student success
- the District's workforce and economic mobility engine
- a research and innovation hub that addresses the District's critical needs
- aligned in full support of a shared vision for "One UDC"

The university has made tremendous strides forward over the past several years under the leadership of our Board of Trustees and administration, with significant investment from the District. With the continued investment of all our stakeholders, we will progress even further, moving with intention and commitment toward fulfilling our promise.

Thank you to Mayor Bowser, members of the D.C. Council and our UDC Board of Trustees for their steadfast support as we work to elevate this historic institution. And thank you to our entire UDC community for their engagement and efforts to further ignite Firebird Nation. I am humbled and honored to serve as this university's 10th president and to help guide UDC into its next chapter.

In service,

A handwritten signature in black ink that reads "Maurice Edington". The signature is written in a cursive, flowing style.

Maurice D. Edington, Ph.D.



UDC'S LEGACY

The University of the District of Columbia (UDC) is a unique and essential institution offering high-quality, experiential academic opportunities in an urban environment and preparing the next generation of changemakers. It is the only public university in the nation's capital, the only exclusively urban land-grant university in the country, and a proud HBCU (Historically Black Colleges and Universities) whose roots date back to 1851. The university is home to 70-plus degree programs, a nationally recognized law school, a bustling community college and workforce development programs on multiple campuses in the D.C. area.

Throughout its evolution, UDC has always held fast to the principle that all people deserve a high-quality education, serving as a stalwart for social justice and a beacon of opportunity. Its earliest predecessor school – the Myrtilla Miner Normal School for Colored Girls – trained Black teachers and strived for racial equity amid the backdrop of American slavery. Its 1930s-era iteration, Miner Teachers College, offered tuition-free college for Black residents during the Jim Crow era. Decades later, Miner Teachers College merged with Wilson Teachers College (which educated white D.C. residents) to form the integrated D.C. Teachers College following the landmark *Brown v. Board* decision outlawing “separate but equal.”

Federal City College and Washington Technical Institute – a four-year university and vocational school, respectively – emerged in 1968 to offer new educational opportunities to District residents while the city was still clearing out the smoke of protests spurred by the assassination of Dr. Martin Luther King Jr. In 1976, these three predecessor schools – D.C. Teachers College, Federal City College and Washington Technical Institute – merged into a comprehensive, public university for the nation's capital: the University of the District of Columbia.

Despite the many obstacles UDC has faced since its inception – including considerable budget cuts in the 1990s – it has consistently demonstrated the ability to transition and transform. In the past three decades, the University has broadened its reach, adding a law school; a community college; a College of Agriculture, Urban Sustainability and Environmental Sciences; new workforce training programs; and HyFlex instruction to support different learning modalities. In 2023, UDC welcomed its first Ph.D. graduates.

Unprecedented shifts in higher education over the past few years – including responses to the COVID-19 pandemic and a global reckoning on matters of racial equity – have reflected new cultural and societal changes. UDC must consider how it will continue responding and adjusting to our ever-evolving world as it looks to the future.

Delivering on the Promise picks up on the progress of UDC's previous strategic plan. The Equity Imperative, which guided the university from 2019-2022, created a roadmap built on three primary goals: establishing a public higher education model of urban student success, increasing the number of UDC degrees and credentials awarded, and graduating transformative urban leaders who are lifelong learners.

UDC – as the only public university in the nation's capital and one with strong connections to District communities and schools – is uniquely positioned to establish itself as a nationally recognized model for both urban student success and urban sustainability. It also functions essentially as a “state” university, with the potential to attract a broad base of families with middle and higher incomes for whom UDC could be the institution of first choice.

A critical component of increasing the number of UDC degrees and workforce credentials is student recruitment. Potential students consider many factors as they look for a good fit to further their education, including the school's

reputation in the communities where they may eventually use their credentials to seek employment. Reputation—a factor that is easy to cite but harder to define—has been an issue of concern for UDC in the past; the university continues to wrestle with problems of perception, particularly with District natives who recall years of short-term leadership, underfunding and stagnant programs.

But recent efforts have made great strides in this area. As recently as 2019, UDC was ranked number 48 among HBCUs nationwide but rose quickly to number 30. For the past two consecutive years, UDC has been included in the Top 25 HBCUs in the country (*U.S. News & World Report*). Multiple UDC programs are nationally recognized, including computer engineering (#1 Among HBCUs, *Best Colleges*), the School of Business and Public Administration (AACSB International accreditation, awarded to less than 6% of schools with business degrees) and UDC Law (#13 tie for Best Clinical Training Law Program, *U.S. News & World Report*). As UDC continues to pursue excellence through its new strategic plan, it can expect to see even more accolades that will continue to improve public perception.

The university aspires to produce well-educated, qualified graduates who are also transformative leaders. UDC Firebirds become alumni who are ready to tackle local and global challenges. Their time at UDC kindles the flames of leadership and service and fans them into a blaze that lights the way for others. Moving forward, additional supports for students and alumni – such as enhanced academic advising and counseling for current students, and improved networking opportunities and communication channels for alumni – are ways UDC can become a yet brighter light to the District and beyond.

Many of the students who enroll at UDC are clearly passionate about their choice and actively engaged in institutional efforts for future improvement and growth. These student ambassadors will be an even greater resource to UDC when their enthusiasm is harnessed to amplify the benefits of the university to other future Firebirds and the broader community.

While UDC has made notable achievements with these three strategic plan goals over the past five years, the university is now compelled to distinguish itself yet further, including from regional competitors who clamor for the same market share and limited applicant pool. Informed by current data and extensive stakeholder feedback, *Delivering on the Promise* lays out a path for even greater strides toward a UDC that fully realizes its substantial potential of becoming a world-class flagship university for the nation’s capital.

The strategic planning process of creating this new framework for UDC has been thorough and exhaustive, efforts that will be well rewarded, due to an increased clarity of purpose and practical steps to begin the transformation process. Building on its rich legacy of social justice, opportunity and high-quality education for all, UDC must now boldly write its next chapter.

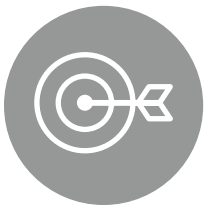
“UDC isn’t just about getting a degree. It’s about turning that flame into a blazing inferno of positive change.”

Gail Jones,
*Class of 1980, First Miss University
of the District of Columbia*





MISSION & VISION



MISSION

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

Establish UDC as a leading national public urban university through:

1. Excellence in student achievement
2. Strong alignment with local workforce needs
3. Impactful service to the community

I CORE VALUES



INNOVATION



INTEGRITY



COLLABORATION



EXCELLENCE



SUSTAINABILITY



INCLUSION



ALIGNMENT OF STRATEGIC PLAN WITH THE PRESIDENT'S VISION

The strategic plan includes three overarching goals which support the president's vision: **Identity, Experience and Partnerships.**



IDENTITY

Solidify and celebrate our identity as the District's high-quality, accessible, public university, building upon our legacy as a proud HBCU.



EXPERIENCE

Engage all members of our community to ensure they are provided meaningful opportunities to learn, develop and thrive.



PARTNERSHIPS

Embrace mission-aligned, sustainable and impactful partnerships as a key element of our academic mission and shared success.

The evolution of the three strategic goals was methodical and informed at every step by deep stakeholder engagement and analysis. These goals are adaptable and dynamic, which will take UDC well into the future and allow the flexibility to meet unexpected challenges. Each of these goals uniquely and definitively connects all areas of UDC: all schools, stakeholders, users, facilitators, observers and partners by showing how they are included, where they intersect, how they can collaborate, what they are getting through their engagement with UDC, and how their efforts will build a stronger overall environment.



GOALS

GOAL 1: IDENTITY

Solidify and celebrate our identity as the District's high-quality, accessible, public university, building upon our legacy as a proud HBCU.

OBJECTIVE 1.1

Student Success Outcomes

Establish UDC as a national model for urban student success by increasing completion rates, retention rates, post-graduate outcomes, licensure pass rates and credential production.

INITIATIVES

- Establish a comprehensive Student Success Center and adopt an institutional Student Success Framework
- Restructure academic advisement and expand academic support services
- Implement a strategic enrollment management plan and streamline the registration process
- Increase the use of predictive analytics and early-alert warning systems
- Expand dual enrollment/early college programs
- Increase articulation agreements within the university and between the university and external education partners to foster seamless pathways toward degree completion

- Increase support for scholarships and unmet financial need
- Develop a “UDC Promise” initiative to offer a free community college education for D.C. residents
- Leverage the library's newly renovated space to facilitate student learning and faculty development initiatives

METRICS

- Retention rates
- Graduation rates
- Degrees and credentials awarded
- Employment outcomes
- Licensure passage rates (e.g., nursing, education, law)
- Transfer rates (within and external to UDC)
- Enrollment



OBJECTIVE 1.2

Academic Program Quality and Workforce Development

Enhance academic and workforce development programs to prepare graduates to meet the workforce demands of the District, region and nation.

INITIATIVES

- Develop an academic master plan
- Strengthen alignment between academic programs at the certificate, associate degree and bachelor's degree levels
- Establish employer partnerships for high-demand workforce development and associate degree programs
- Expand academic program offerings in disciplines that align with the District's current and emerging workforce needs

- Expand internship, research and professional development opportunities
- Implement a robust academic program review process
- Build a high-impact course delivery infrastructure that takes pedagogical best practices to scale

METRICS

- Number of graduates in high-demand fields
- Number of students participating in internship/research experiences
- Number of employer partnerships
- Employer satisfaction rates

OBJECTIVE 1.3

Institutional Reputation and Brand

Effectively shape and share our story to grow our visibility, recognition and public trust in UDC.

INITIATIVES

- Implement a comprehensive university branding and communications plan
- Launch a new university website and content management system (CMS)

- Maintain ongoing engagement and communication with stakeholders and the broader community
- Implement a customer relationship management (CRM) system
- Cultivate and leverage internal and external stakeholder groups to serve as advocates and champions for the university

METRICS

- Institutional peer assessment ratings
- Perception survey ratings

GOAL 2: EXPERIENCE

Engage with and serve all members of our community to ensure they are provided meaningful opportunities to learn, develop and thrive.

OBJECTIVE 2.1

Student Life/Campus Culture

Provide an engaging, fulfilling and affirming experience for all students through campus life, orientation, communication, traditions, academics and practical solutions that address their individual needs and foster a sense of belonging.

INITIATIVES

- Increase on-campus co-curricular and social engagement opportunities
- Highlight and amplify UDC's HBCU identity, traditions and heritage during campus events

- Leverage university athletics to enrich the campus culture
- Increase student housing capacity
- Adopt institutional best practices to foster an intentional culture of inclusion
- Regularly solicit and evaluate feedback on student perceptions of student life/campus culture

METRICS

- Student satisfaction ratings
- Number of student housing occupants

OBJECTIVE 2.2

Faculty and Staff Excellence

Attract and retain qualified, passionate and diverse faculty and staff by prioritizing factors that contribute to job satisfaction and well-being.

INITIATIVES

- Increase support for faculty and staff professional development and retention initiatives
- Implement an employee recognition program

- Strengthen the performance-management framework
- Implement a comprehensive compensation philosophy and framework

METRICS

- Employee satisfaction ratings
- Employee retention rates
- Participation in professional development and training activities

OBJECTIVE 2.3

Operational Efficiency/Campus Infrastructure

Enhance current processes and procedures to ensure efficient, effective and excellent service in every interaction with UDC for both internal and external stakeholders.

INITIATIVES

- Adopt a strategic budgeting model
- Launch a comprehensive service excellence initiative
- Implement a comprehensive action plan for upgrading campus facilities and the IT infrastructure

- Implement a process improvement plan to enhance core business processes
- Increase revenue streams from retail, auxiliary services and paid use of campus facilities
- Implement an institutional compliance and ethics program
- Adopt an institutional performance outcomes framework

METRICS

- Customer service ratings
- Revenue generated by use of facilities
- Participation in annual compliance and ethics training events

GOAL 3: PARTNERSHIPS

Embrace mission-aligned, sustainable and impactful partnerships as a key element of our academic mission and shared success.

OBJECTIVE 3.1

Philanthropy

Enhance Office of Advancement operations to facilitate increased levels of giving from alumni, corporate partners and friends.

INITIATIVES

- Enhance the infrastructure and staff support for fundraising and alumni engagement

- Launch targeted fundraising campaigns
- Establish annual goals for levels of engagement and giving for each key stakeholder group

METRICS

- Annual giving
- Annual number of donors by type

OBJECTIVE 3.2

Research and Innovation

Establish UDC as the D.C. region's go-to research partner by leveraging both our translational research capabilities and teaching and learning prowess to help tackle some of our region's most pressing challenges.

INITIATIVES

- Enhance the administrative structure that supports sponsored research
- Increase support and incentives for faculty research, scholarship and creative activities

- Pursue R2 Carnegie research status
- Identify research thrusts targeted for increased investment and growth
- Leverage the Learning Resources Division to support the research enterprise

METRICS

- R&D expenditures
- Total awards received
- Number of patent applications

OBJECTIVE 3.3

Outreach and Engagement

Broaden UDC's impact through increased outreach and engagement with the education, community and government sectors.

INITIATIVES

- Establish an Office of Educational Outreach and Strategic Partnerships
- Develop and expand partnerships with the Office of the State Superintendent of Education (OSSE), D.C. Public Schools (DCPS), D.C. Public Charter Schools (DCPCS), Department of Energy and Environment (DOEE) and other local education and government entities

- Implement targeted engagement initiatives for alumni, policymakers, local communities and government agencies
- Expand K-12 outreach initiatives, including the Developing America's Workforce Nucleus (DAWN) initiative

METRICS

- Number of active memorandums of understanding (MOUs) with strategic partners
- Number of targeted stakeholder engagement activities
- Participation in K-12 outreach activities



THE PROCESS

Phase 1: High-Touch Engagement

The list of stakeholders who were engaged in the strategic planning process is extensive, including those identifying as students at various stages of life and their academic careers; staff and faculty members with a broad range of tenure and varying levels of experience; Board Members and the Executive Cabinet; UDC labor leaders, student advocates and staff in advisory roles; alumni from across the region and around the world; community members and community group leaders; civic leaders and representatives from local churches; business leaders and Chamber of Commerce representatives; and local government officials and representatives. The level of engagement demonstrated in this process is a testament to the shared desire of UDC stakeholders to see the university continue to thrive.

Phase 2: Strategic Direction and Process Advisement

A diverse range of in-person and virtual opportunities were provided to facilitate participation. Notably, student engagement surpassed expectations, demonstrating an exceptional level of involvement. To maintain transparency and inclusivity, a feedback loop was established, involving regular meetings with the Strategic Planning Working Group and Advisory Council. These groups were comprised of nearly 50 representatives, including student leaders, vice presidents, deans, labor representatives, alumni, department leads, cabinet representatives and board members. This array of institutional representatives informed vital planning milestones and ensured that diverse perspectives and priorities were reflected

throughout the process, from the many corners of the UDC community. This iterative approach ensured ongoing collaboration and stakeholder input, ultimately shaping the three overarching goals of Identity, Experience and Partnerships. Subsequently, a number of touchpoints took place, including student government meetings, campus listening sessions, unit meetings, first draft and town hall meetings, and Strategic Planning Working Group and Advisory Council sessions. These touchpoints served as opportunities for stakeholders to provide input and feedback, ensuring a comprehensive and well-rounded approach to decision-making and completion of the plan.

Phase 3: The Road to Implementation

Dr. Maurice D. Edington's appointment as the 10th president of UDC built on our longstanding commitment to inclusivity in the strategic planning process. By aligning the president's vision to the strategic priorities, the implementation phase of the plan identified the necessary steps and considerations for effective execution and success measurements. Engaged groups were actively involved in the decision-making process, ensuring a connected and comprehensive approach. This involvement included multiple touchpoints with the Administrative Council, Faculty Senate, Senior Leadership Team, and deans, ensuring that key metrics and initiatives received broad ratification. This inclusive and holistic approach paves the way to transform the strategic plan into a living, breathing entity that will serve as a dynamic force to shape the future of UDC.

BREAKDOWN OF ENGAGEMENT

PHASE 1 - HIGH-TOUCH ENGAGEMENT 2022



■ **1,200+** Survey Responses

◆ **120+** Interviews/Focus Groups with Key Internal and External Stakeholders

▴ **18** On-Campus Events (Including Faculty Development Day, Faculty Senate Meeting, Convocation, Administrative Council Meeting)

● **4** UDC Board of Trustees Meetings

⬠ **4** Office Hours Sessions

● **4** Strategic Planning Working Group Meetings

▴ **4** Strategic Planning Advisory Committee Meetings

PHASE 2 - STRATEGIC DIRECTION AND PROCESS ADVISEMENT 2023

JANUARY
FEBRUARY
MARCH
APRIL
MAY

Administrative Council Strategic Planning Retreat

Cabinet Meeting

Faculty Survey

UDC Board of Trustees Meeting

Faculty Senate Meeting

Student Leadership Town Hall

Faculty Town Hall

Student Leadership Town Hall

Faculty Town Hall



PHASE 3 - ALIGNMENT WITH PRESIDENT'S VISION

AUGUST

Arrival of UDC President Maurice D. Edgington

National Alumni Society Leadership Retreat

SEPTEMBER

Administrative Council Meeting

OCTOBER

Faculty Senate Meeting

Senior Leadership Team and Deans' Meeting

Senior Leadership Team Retreat

Administrative Council Meeting

Board of Trustees Retreat

NOVEMBER

American Federation of State, County and Municipal Employees (AFSCME) Local 2087 Meeting

Meeting with Mayor Muriel Bowser

Meeting with D.C. Council Chairman Philip Mendelson

DECEMBER

Senior Leadership Team Retreat

Faculty Senate Meeting



ACKNOWLEDGMENTS

The 2024 – 2029 strategic planning process for UDC was led by three distinct groups composed of the following individuals:

STRATEGIC PLAN COMMITTEE

Maurice D. Edington, Ph.D., President

Kelly McMurray, Ph.D., Chief of Staff/Senior Vice President

Maria Byrd, Associate Vice President, Office of Planning and Institutional Effectiveness

Patrick Gusman, Deputy Chief of Staff

Leeann Hall, Vice President of Marketing and Communications

STRATEGIC PLAN WORKING GROUP

Amit Arora, Ph.D., Associate Professor, Supply Chain Management

Latosha Baldwin, Acting Assistant Vice President of Student Success

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Fatma Elshobokshy, Director, Center for the Advancement of Learning

Patrick Gusman, Deputy Chief of Staff

William Hacker, Associate Dean of Academic Affairs, UDC Community College

Tonya Harris, 2022-2023 Student Representative, Board of Trustees

Dominique Jackson, Human Resources Specialist

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Herman Prescott, Assistant Chief Academic Officer for Academic Business

Malva Reid, Assistant Chief Academic Officer for Graduate & Online Education, and Academic Partnerships

Kemmell Watson, Staff Representative; Coordinator of Development, Outreach, Partnerships and Communication

Annie Whatley, Assistant Vice President, External Relations

Letitia Williams, Ph.D., Associate Vice President, and Dean of Students

Nailah Williams, Interim Associate Vice President for Enrollment Services

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Twinette Johnson, J.D., Dean,
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(UDC Law)

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Arlene King-Berry, J.D., Faculty
Senate President; Professor of
Special Education

William U. Latham, Ph.D.,
Chief Student Development and
Success Officer

Ronald Mason, Jr., J.D., 9th
President of UDC

April Massey, Ph.D., Dean,
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Suresh Murugan, Vice President
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Office of Information Technology

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Professor of English

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School of Engineering and Applied
Sciences

Mashonda Smith, Ph.D., Dean,
Workforce Development and
Lifelong Learning

Brent Thigpen, Student
Government Association,
President

Rodney Trapp, Vice President of
University Advancement



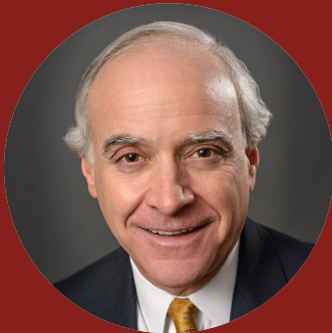
STATEMENTS OF SUPPORT



Matthew Frumin

Ward 3 Councilmember, Council of the District of Columbia

With Dr. Edington taking the helm, building on momentum created by former President Mason, this is an exciting time for UDC. The key to capitalizing on the opportunity to take UDC to the next level will be careful, intentional, and bold planning. The 2024-29 Strategic Plan – Delivering on the Promise – checks all the boxes. It offers a bold vision to achieve a world-class flagship university that can be a national model for urban student success and a critical contributor to addressing the District’s workforce needs and opportunities. The plan thoughtfully takes stock of the university’s strengths and opportunities and lays out ambitious and achievable goals. In the project to truly deliver on the promise, this strategic plan is an excellent first step and essential building block.



Douglas Firstenberg

Chair, University of the District of Columbia Foundation

Delivering on the Promise provides a bold and exciting vision for UDC to be a leading national public university. It is important that the plan supports Mayor Bowser’s DC’s Comeback Plan to revitalize the District’s economy – perfectly aligning the District’s success with UDC’s.

The University has the foundation to build economic empowerment for residents, communities and businesses in D.C. and the region. With a new UDC President and the new Strategic Plan comes opportunities to empower D.C. residents to chart a bold future through education and training.

I look forward to working with everyone, Delivering on the Promise and realizing the benefit for the District and its residents’ success.



Paul Kihn

Deputy Mayor for Education, Washington D.C.

The UDC Strategic Plan, Delivering on the Promise, charts a critical path forward for the university in the coming years. A strong public institution of higher education is essential for the District of Columbia to deliver accessible, high-quality education and workforce development opportunities for residents. We applaud President Edington and the UDC community for their focus on student success, alignment across the university and with industry, and partnerships with K-12 institutions, as well as their specific strategies and evidence-based approaches across the plan.



Anthony Williams

CEO and Executive Director, Federal City Council

Delivering on the Promise charts a path for the University of the District of Columbia to deliver a world-class education while being responsive to local workforce needs. As an important, historic academic institution, UDC can be a great economic mobilizer for D.C. residents. Its plans to increase the number of graduates in high-demand fields, align academic programs with the workforce, and expand employer partnerships will propel the economic development of the city and deliver on UDC’s promise as D.C.’s flagship public university.



Dr. Christina Grant

Superintendent, Office of the State Superintendent

As the State Superintendent of Education for the District of Columbia, I am thrilled to extend my heartfelt congratulations to the University of the District of Columbia on the vision set forth in their 2024-2029 Strategic Plan: Delivering on the Promise. UDC has a long and proud tradition in the District of Columbia, providing access to an excellent postsecondary education for generations of Washingtonians, and has been a valued partner of the Office of the State Superintendent (OSSE) as we work together with education leaders throughout our city to build a highly skilled and well-educated workforce in the District. The university's strategic initiatives resonate deeply with our strategic goals of Advancing Excellence and Building Futures. Most recently, UDC has partnered with OSSE on two new innovative programs that are having a significant impact for hundreds of D.C. residents. Through OSSE's first-ever Apprenticeship in Teaching Program, UDC and UDC Community College provide degree-granting coursework for our apprentices, shaping the future of education in our city. And through the D.C. Futures program, UDC offers scholarships and support for D.C. residents pursuing degrees in high-demand, high-wage career fields.



Dr. Lewis Ferebee

Chancellor, D.C. Public Schools

On behalf of the District of Columbia Public Schools (DCPS), I am writing to express my support for the University of the District of Columbia's 2024-2029 Strategic Plan: Delivering on the Promise. From DCPS' recently launched strategic plan, A Capital Commitment: 2023-2028, I recognize many commonalities with UDC's mission to illuminate a path forward to ensure every student has the support and resources necessary to thrive.

Given the alignment between our strategic plans, I am especially committed to collaborating to prioritize efforts that support one of DCPS' most salient strategic priorities: ensuring students are "Prepared for What's Next." We value UDC as an essential partner in our ability to deliver on this priority by expanding dual enrollment and early college programs and increasing research and scholarship opportunities. Additionally, we strive to enhance our partnership by creating signature experiences for DCPS students in pivotal grade transitions and hosting events to engage students in identifying their postsecondary plans.



Dr. Unique Morris-Hughes

Director, Department of Employment Services

The Department of Employment Services is pleased to express our full support for the strategic plan, Delivering on the Promise, outlined by the University of the District of Columbia. The thorough analysis and forward-thinking approach demonstrated in the plan reflects a deep understanding of our current challenges and available opportunities. We believe that the strategic initiatives laid out will effectively guide and transform the university, fostering innovation, growth and sustainability for all District residents. As stakeholders committed to the success of our organization, we stand behind this strategic plan and are eager to collaborate in its implementation. UDC's dedication and commitment are commendable, and we believe in their ability to make a positive impact. Together, we will navigate the path ahead with confidence and purpose, ensuring our collective vision becomes a reality.



Dr. Michelle Walker-Davis

Executive Director, D.C. Public Charter School Board

UDC and D.C.'s public charter schools have a long history of partnering and working together to educate District students and adult learners. Both are unique. UDC is the sole public university in the District focusing on the needs of its residents, like D.C.'s public charter schools, which lead the nation in innovative and equitable educational opportunities for local families. As the sole authorizer of D.C.'s public charter schools, we are eager to collaborate and support the goals outlined in UDC's five-year strategic plan, Delivering on the Promise.

Dr. Andrew Fligel

President and CEO, Consortium of Universities of the Washington Metropolitan Area

It is a tremendous pleasure to express my enthusiastic and passionate support for Delivering on the Promise, the University of the District of Columbia's new strategic plan!

Washington, D.C. is the nation's greatest college town, and the University of the District of Columbia is ideally positioned to be the world-class flagship university for D.C. at the heart of our region.

According to the Center on Education and the Workforce at Georgetown University, our region is where a college degree has the greatest value. UDC is a central force for expanding access to that opportunity as the District's workforce and mobility engine by providing a national model for urban student success.

As the only urban, land grant, Historically Black College or University, and including a community college, the potential for UDC as an economic driver for our region cannot be overstated. Moreover, there is no other urban institution in the nation with the range of partnerships in course-sharing and collaboration that UDC has at hand through its membership in the Consortium of Universities of the Washington Metropolitan Area.

There is a tremendous need to accelerate our workforce by retaining and attracting talent in our region. This offers a lever to spark unprecedented growth with a focus on closing the economic disparity gaps in our region. We must join in this powerful moment by investing in that potential through support for this visionary strategic plan.



Dr. Drew Hubbard

Executive Director, D.C. Workforce Investment Council

On behalf of the DC Workforce Investment Council, I express our full support for UDC's strategic plan, Delivering on the Promise.

This plan aligns with the Workforce Innovation and Opportunity Act (WIOA) state plan and the "One Workforce" vision by promoting system coordination and creating clear career pathways.

UDC's commitment to enhancing student success and aligning programs with industry needs will significantly contribute to developing a skilled workforce for the District.



Thennie M. Freeman

Director, D.C. Department of Parks and Recreation

As a proud UDC alumna, I have a special place in my heart for this university. I am extremely proud of the commitment that this strategic plan outlines. Delivering on the Promise will benefit District residents by enhancing educational and economic opportunities. UDC was the catalyst for my success. This commitment to excellence and inclusion will transform lives and strengthen our community. By prioritizing student achievement, workforce alignment and community service, UDC will empower residents to succeed and thrive. I commend UDC's leadership for their visionary approach.





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**Delivering on
the Promise**

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