

**VICE PRESIDENT OF FACILITIES AND REAL
ESTATE MANAGEMENT**

LEADERSHIP PROFILE

The Search for the Vice President of Facilities and Re of the University of the District of Columbia



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POSITION SPECIFICATIONS

Position: Vice President of Facilities and Real Estate Management

Institution: University of the District of Columbia (UDC)

Location: Washington, DC

Reporting Relationship: Chief Operating Officer/CFO

Institutional Website: www.udc.edu

THE OPPORTUNITY

The University of the District of Columbia (UDC) invites nominations and applications for the position of Vice President, Facilities & Real Estate Management (VP, FREM). This senior executive leadership role presents an exceptional opportunity for a strategic, innovative, and mission-driven leader to steward and advance a multi-campus portfolio that reflects decades of deferred capital reinvestment, offering a significant opportunity for strategic renewal and modernization in support of academic excellence, student success, operational efficiency, and community engagement.

UDC operates across three distinct campuses—the Van Ness campus, the Community College campus, and the Workforce Development campus—each serving unique academic, workforce, and community missions. The University’s facilities portfolio also includes the Firebird Farm in Maryland and Hangar in Virginia. The Vice President will play a critical role in leading the continued modernization, optimization, and long-term sustainability of this diverse portfolio, ensuring that the physical environment aligns with institutional priorities and supports future growth.

Reporting to the Chief Operating Officer and serving as a key member of the Operations leadership team, the Vice President will provide vision, leadership, and accountability for facilities operations, capital planning, real estate strategy, and environmental health and safety. This role is ideal for a leader who is effective in complex, urban public-sector environments and who views facilities and real estate as strategic assets that advance institutional mission and impact.



THE POSITION

NATURE AND SCOPE:

The Vice President, Facilities & Real Estate Management serves as the University's senior executive responsible for the strategic planning, development, and operation of three campuses and various facility types, requiring a leader who can balance long-term strategic vision with day-to-day operational excellence. The Vice President partners closely with academic and administrative leadership to guide the ongoing stewardship of all campus buildings, grounds, and real estate assets. Reporting to the Chief Operating Officer, the Vice President provides institution-wide leadership for facilities operations, capital planning and delivery, real estate strategy, space management, and environmental health and safety.

The role encompasses oversight of a diverse portfolio spanning renewal, modernization, and stewardship of the University's physical assets, ensuring that facilities effectively support teaching, learning, research, workforce development, and community engagement. As a trusted advisor to executive leadership, the Vice President aligns facilities and real estate initiatives with institutional priorities, sound financial planning, and long-term sustainability.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Establishes and implements short-and long-range organizational goals, objectives, strategic plans, policies, and operating procedures; monitors and evaluates programmatic and operational effectiveness and makes changes required for improvement. Develops and establishes policies and objectives consistent with those of the University.
- Manages and oversees real estate properties for the University of the District of Columbia. Provides leadership for the overall management of real estate, including day-to-day operations, fiscal management, administration, and other functions or matters that require the attention of the Chief Operating Officer. Ensures maximum return and profitability and oversees compliance with lease terms, including rental payments.
- Provides executive oversight and leadership for the University's capital construction activities, including planning, prioritization, design, procurement, and delivery of new construction, major renovations, and infrastructure projects, ensuring alignment with institutional priorities, budgets, schedules, and regulatory requirements.
- Oversees the management of the plant management division in all aspects of the division's long and short term and daily operations, including establishing a detailed set of program goals and objectives, maintenance of continuous analysis and evaluation of on-going needs within designated areas of responsibility, managing budgetary and fiscal operations through periodic analysis and review of specific programs and budget objectives through allowable goals, while establishing policies, procedures, and lines of authority.
- Serves as the principal operating official for the University of the District of Columbia, responsible for the acquisition (through lease or ownership) and disposal of real estate for the University. Oversees and negotiates contracts, leases, deeds, mortgages, and other real property and legal documents on behalf of the University.
- Reviews budgets for renovations, repairs, and improvements. Prepares income-producing strategies for property development; solicits and negotiates financing from banking institutions, coordinates strategies, and identifies suitable lessees.
- Provides expert advice and assistance on real estate property matters, including site location, cost of facilities, and relocation of occupancy, site assessments, and plans. Supervises the collection and analysis of information necessary to conduct, create, and review independent appraisals to determine market value and costs.
- Works with the Office of the General Counsel on acquisitions requiring legal action; testifies in court and City Council as needed. Researches real estate market values, oversees preparation of appraisals, and keeps informed of trends in other universities and cities, and changes in Federal and State regulations.
- Manages personnel oversight to help achieve peak productivity and performance. Sets priorities for the timely completion of assignments and special projects.

- Guides the development of facilities-management reports, maintain an up-to-date computerized inventory of University facilities, contractor deficiencies and omissions for University and external management, and supervise the inspection of facilities, reporting of repairs and improvements.
- Manages the assignment of space to academic and administrative programs based on fluctuating needs, reflective of FTE's, staff, budget allocation, and reallocation and reassignment of elements.

KEY AREAS OF FOCUS

The Vice President, Facilities & Real Estate Management will be expected to provide strategic leadership and operational excellence across a complex, multi-campus environment. Key areas of focus include:

- Modernizing project management and delivery frameworks to ensure capital projects, renovations, and deferred maintenance initiatives are executed with clarity, consistency, and accountability across all campuses.
- Strengthening governance, oversight, and internal controls for facilities and real estate initiatives, ensuring projects are appropriately scoped, authorized, funded, and delivered in alignment with institutional priorities.
- Ensuring compliance with University, District, and regulatory requirements, including applicable procurement, contracting, environmental health and safety, and building code standards, while fostering productive collaboration with internal and external partners.
- Enhancing transparency and reporting of data, metrics, and regular communication to support informed decision-making by executive leadership and the Board of Trustees.
- Advancing long-term capital planning and asset stewardship, balancing near-term operational needs with sustainable, future-oriented investments that support academic excellence, workforce development, and community engagement.
- Integrate IT infrastructure as a core component in facility planning, construction, upgrades, and daily operations.
- Drive the implementation of smart building solutions—connecting systems such as HVAC, AV, and security to the university's IT network for efficiency and safety.
- Ensure laboratories, computer rooms, and data centers meet specialized safety, technology, and environmental requirements.
- Employ robust project management practices, engaging stakeholders and effectively articulating priorities and needs to the COO, President, and university leadership.
- Develop and mentor facilities staff, fostering growth and technical skill advancement to align with modernization and technology trends.
- Administer contracts and manage vendor relationships, evaluating opportunities to build more internal ownership and organizational accountability.
- Ensure university facilities comply with all current legal regulations and building standards, maintaining rigorous oversight of contract adherence and operational procedures.
- Proactively address deferred maintenance and rapidly respond to urgent service requests, championing excellence in customer service for all campus users.
- Collaborate closely with IT leadership to align facilities management with technology, strategy, and execution.
- Assess and communicate organizational changes needed for improved accountability and operational efficiency in facilities management.

EDUCATION AND EXPERIENCE

- Bachelor's degree in Engineering, Planning, Construction, and/or Architecture; master's degree preferred.
- Ten years of experience in campus planning, architecture, and/or construction management.
- Five years of experience in construction/renovation processes (including procurement) and budgets, lease negotiations, economics, facility design, and maintenance.
- Five years of successful and progressive supervisory experience managing, developing, and leading teams to deliver results.
- Certified Facility Manager(CFM) certification, preferred.
- LEED Sustainability Certification, preferred.
- LEED Green Associate and/or LEED Accredited Professional, preferred.

CORE COMPETENCIES

- Excellence in customer service to faculty and staff throughout the grant lifecycle, proactively seeking and implementing improvement.
- An understanding of the principles and concepts for planning and program evaluation.
- Demonstrated ability to gain cooperation and support from faculty and other individuals when initiating new programs.
- An understanding of the organization, mission, and programs under the jurisdiction of the University of the District of Columbia.
- Ability to work effectively when confronted with emergencies.
- Ability to provide professional guidance and supervision.
- Administrative skills in planning, organization, time management etc.
- Writing skills for editing and approving the work of others and for the creation of interesting and attractive promotion materials.
- Demonstrated ability to coordinate many projects at the same time.

COMPENSATION:

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

ABOUT THE UNIVERSITY OF THE DISTRICT OF COLUMBIA

The University of the District of Columbia is the only public institution of higher learning in the nation's capital. Dr. Maurice Edington was appointed the school's 10th president in 2023, and the Vice President of University Research will support the President's efforts to continue to maintain and make impactful partnerships with various District of Columbia agencies, expand the institutional infrastructure and continue developing UDC's rising stature in U.S. News and World Report's college rankings (currently #18 among all HBCUs, and #9 among public HBCUs). There has been unprecedented growth and stability at the institution over the past nine years, providing the next leaders a rich and fertile foundation to ensure UDC is recognized as an institution of "first choice" for District of Columbia students and an employer of choice for talented job candidates, locally and nationally.

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

MISSION

Embracing its essence as a public historically Black urban-focused land-grant university in the nation's capital, the University of the District of Columbia is dedicated to serving the needs of the community of the District of Columbia and producing lifelong learners who are transformative leaders in the workforce, government, nonprofit sectors and beyond.

VISION

All students will achieve their highest level of human potential.

CORE VALUES

- Excellence
- Collaboration
- Sustainability
- Innovation
- Integrity
- Inclusion



The University's corporate and community partnerships have proven to be mutually beneficial for UDC stakeholders and broader constituents. Building on this foundation, UDC is strengthening its role as the District's public urban land-grant institution and a central driver of workforce development, economic mobility, and community advancement. The University's academic, research, and service activities are increasingly aligned to uplift local communities through applied research, workforce-aligned education, and partnerships with District agencies, employers, and community organizations. This work reflects a deliberate focus on translating scholarship and innovation into tangible outcomes that support District residents, employers, and public priorities.

UDC is positioned to answer a distinctive call of service to the District of Columbia and the nation as a model for public, urban higher education that integrates research, workforce alignment, and community impact. Following the disruptions of the COVID-19 period, the University has reversed prior enrollment declines and is experiencing sustained enrollment growth, signaling renewed confidence in UDC's mission and relevance. At the same time, UDC has expanded partnerships with District agencies and corporate partners to advance applied research, workforce innovation, and economic development initiatives that directly support the city's evolving needs.

To guide the institution through this next phase of growth and impact, UDC is advancing a clear strategic direction under President Edington's leadership through *Delivering on the Promise (2024–2029)*. This strategic plan emphasizes enrollment growth, student success, workforce alignment, and institutional performance, providing a strong foundation for expanding the University's research enterprise in ways that reinforce UDC's mission and contribute meaningfully to the District's long-term economic vitality.

HISTORY

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

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

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

CAMPUSES

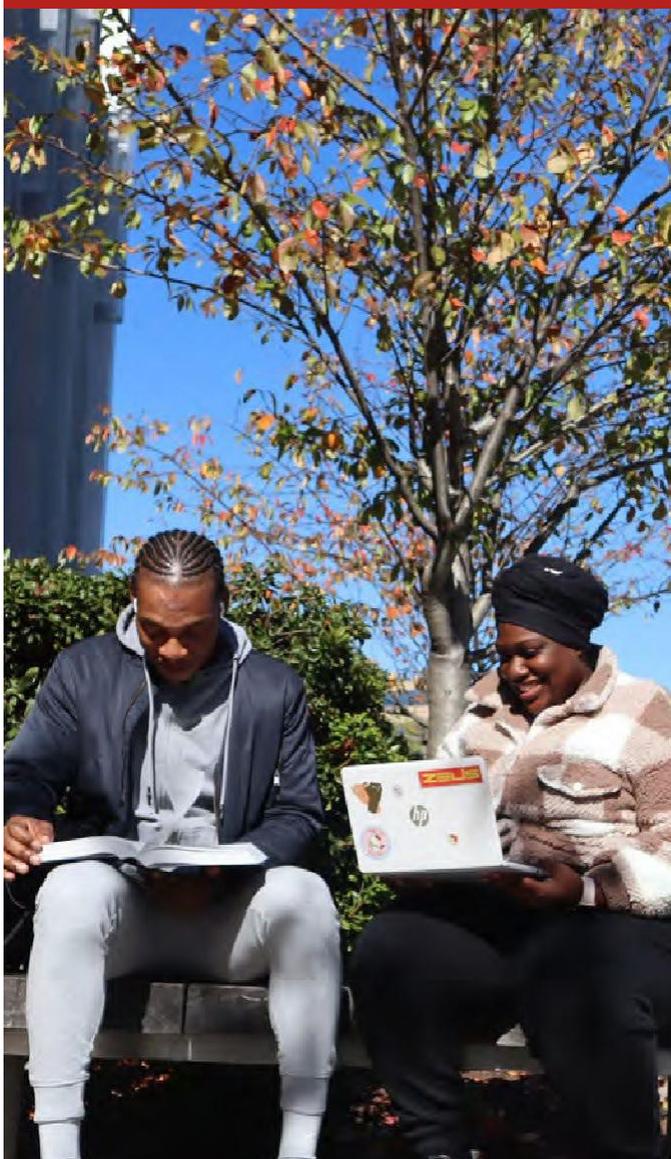
UDC's flagship campus, the Van Ness Campus at 4200 Connecticut Avenue, N.W., invites students to an attractive setting amidst bustling urban life. The campus houses classrooms, business offices, a library, theater, student center and sports complex. The David A. Clarke School of Law is on the Van Ness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



GOVERNANCE

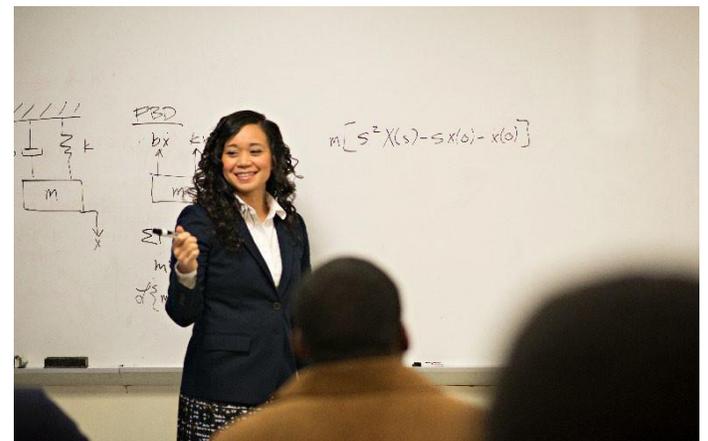
The University of the District of Columbia is an independent agency of the District of Columbia Government, which provides a significant subsidy for University operations. The University is governed by a 15-member Board of Trustees. Eleven of the trustees are appointed by the Mayor of the District of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

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



PROFILE: FALL 2025

- Year established: 1851 (predecessor institution); 1977 (University of the District of Columbia)
- Academic programs: 80+ degree programs, certificates and workforce development pathways
- Schools/Colleges:
 - College of Arts & Sciences
 - School of Education & Learning Sciences
 - School of Engineering & Applied Sciences
 - School of Business & Public Administration
 - College of Agriculture, Urban Sustainability & Environmental Sciences
 - Community College
 - David A. Clarke School of Law
 - Division of Workforce Development & Lifelong Learning
- 4,247 total students
- 3,643 undergraduate students
- 365 graduate students
- 2,488 Black/African American students
- 641 first-time in college (FTIC) students
- 239 law students
- 7:1 student-faculty ratio
- 251 full-time faculty
 - 220 have terminal degrees
 - 114 are tenured
 - 73 are tenure-track
- 654 full-time staff
- \$222 million FY2025 operating budget (not inclusive of the capital budget)
- \$29.5 million FY2025 capital budget (the FY2025-FY2030 approved Capital Improvement Plan totals \$95.5 million)



POINTS OF PRIDE

- The Carnegie Classification designated UDC as a **Research College & University (RCU) in 2025**, recognizing its research and scholarship
- Ranked **#18 among all HBCUs** and **#9 among public HBCUs** (2025 *U.S. News & World Report* Best HBCUs)
- Ranked **#19 for Clinical Law Training**
- The **nation's only** exclusively urban public land-grant institution
- **Regional leader** in urban agriculture, food production and green infrastructure
- **Free workforce training** for DC residents
- **Continuing and Professional Education Program** offers flexible and affordable courses and certifications
- Received more than **\$43M in research awards and grants**, including from the NSF, NASA, Department of Energy, NIST and the NIH
- Named a **Fulbright HBCU Institutional Leader**
- For every dollar invested by the District of Columbia Government, UDC returns four dollars to the city, a **4:1 ratio of return on investment** (2020 *Economic Impact Report*)
- Yields **\$406 million in annual economic impact** for the District, and **\$535 million** for the Greater Washington metropolitan region (2020 *Economic Impact Report*)
- Ranked **#1 Best Affordable Bachelor's Degree** in DC; **1 Best Affordable Mechanical Engineering Degree** in the nation; and **#1 Best Affordable Business School** in the nation (affordableschools.net)
- **Eight tons of fresh produce donated** on average annually through UDC's Firebird Research Farm
- **Renamed UDC sports complex** after the "grandfather of Black basketball" alumnus, Dr. Edwin B. Henderson



ACADEMICS

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

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



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

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

The School of Education and Learning Sciences Established in November 2025, the School was created to advance the University's mission of preparing highly effective educators, while honoring the legacy of DC Teachers College, a predecessor institution recognized for its historic contributions to the District of Columbia's educational workforce. The school's formation introduces a refined organizational structure that provides program leaders with enhanced autonomy to define strategic priorities, strengthen program identity, and cultivate sustainable partnerships, thereby increasing the reach, relevance, and long-term impact of the University's education offerings.



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



The David A. Clarke School of Law (UDC Law), the District of Columbia's only public law school and one of only six law schools at a Historically Black College or University (HBCU), is committed to the practice of law in the public interest, providing countless hours of pro bono legal services to low-income residents each year through the law school's legal clinics and multifaceted set of experiential programs. UDC is ranked the No. 1 law school for minority students and No.1 law school for nontraditional students by *The Princeton Review*. With one of the most robust student clinical requirements of any U.S. law school, UDC Law's No. 19-ranked clinical program (2025 U.S. News & World Report) provides students the opportunity to gain experience in direct representation and policy advocacy. These commitments have earned UDC Law a No. 2 ranking by Reuters (2024) for government and public interest job placement. UDC Law also boasts a significant representation of women, people of color, and older students, with top-10 rankings from the Princeton Review (2024) for being the greatest resource for minority students (No. 1) and the most chosen by older students (No. 1).



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

ACCREDITATION

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

RESEARCH

The University of the District of Columbia (UDC) has been [designated](#) as a Research College & University (RCU) in the 2025 Carnegie Classification, a recognition that underscores UDC's scholarship and expanding investment in research.

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



FY2024-25 RESEARCH HIGHLIGHTS:

- Fifty-seven (57) proposals submitted in FY2024 (forty-two (42) submitted in FY2023); 36% increase
- FY2024 dollar value of proposals submitted = \$43M (FY2023 dollar value of proposals submitted = \$33M); 30% increase
- Thirty-eight (38) UDC faculty submitted proposals in FY2024
- There were twenty (20) federal awards in FY2024 with a total value of \$12.5M
- UDC Research Week 2024 attracted 411 participants from across UDC's six (6) colleges and schools, as well as external funders DC Public Schools, US Department of Agriculture, and DC Department of Energy and the Environment.
- For FY2023, the University of the District of Columbia (UDC) Office of University Research (OUR) reported research expenditures of \$7.9M to the National Science Foundation Higher Education Research & Development (NSF HERD) Survey

ATHLETICS

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

INTERCOLLEGIATE ATHLETICS PROGRAMS

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

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



THE UDC FOUNDATION

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



PRESIDENT'S OVERARCHING VISION

Position UDC as a leading national public urban university through excellence in student achievement, strong alignment with local workforce needs, and impactful service to the community

Strategic Priorities

- Increase student success outcomes
- Strengthen academic programs
- Foster faculty and staff excellence
- Increase access and pathways into and through the University
- Enhance academic and workforce alignment
- Increase student financial support
- Upgrade academic facilities
- Expand the University's network of supporters and advocates

Anticipated Outcomes

- High-quality and affordable education
- Strong student success outcomes
- Inclusive and student-centered environment
- Workforce and economic mobility engine for the district
- Trusted community partner
- Hub for research and innovation

PRESIDENTIAL PRIORITY INITIATIVE FOR SERVICE EXCELLENCE

Earlier this academic year, UDC officially launched its 2025-29 strategic plan, [Delivering on the Promise](#) — laying out the vision for UDC's transformation into a world-class flagship university for the nation's capital. Building on that momentum, President Edington is pleased to share the roll out of a series of Presidential Priority Initiatives this year as companions to the strategic plan.

The first is the **Presidential Priority Initiative for Service Excellence**. This effort is designed to foster and sustain a culture of quality service throughout the university, one that enriches experiences for students, faculty, staff and all our stakeholders.

The initiative stems directly from the strategic plan, in which we lay out several objectives for the university that center on **identity, experience and partnerships**. One of our **experience** goals is to “ensure effective and excellent service in every interaction with UDC for both internal and external stakeholders.”

We are already putting this objective into practice in myriad ways, including through the Presidential Priority Initiative for Service Excellence—an effort that aims to positively impact the following metrics from our strategic plan: customer satisfaction, employee engagement, response time and accuracy, and operational efficiency.

In fall 2024, UDC teamed up with T.A. Yanovitch, Inc., to help guide our process. This work is well underway, executed in multiple phases:

Service Philosophy

"We enrich lives by providing a supportive experience that exceeds expectations for all stakeholders."

UDC Service Standards

- **Courteous:** Respectful, empathetic, kind, attentive and of high integrity.
- **Responsive:** Timely, clear and proactive in addressing needs.
- **Effective:** Knowledgeable, accurate and urgent in problem-solving.
- **Efficient:** Anticipative, thorough and waste-free.

HOW TO APPLY

Nominations and applications are now being accepted. Dossiers should include 1) a complete CV/résumé and 2) cover letter of interest that addresses the responsibilities, competencies and requirements, the applicant's motivation to apply and interest in UDC. The search will be conducted with a commitment to confidentiality until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

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

Submit applications here: [VPFREM](#)

All inquiries and nominations should be addressed to:

Marion Frenche, SHRM-CP

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marionfrenche@greenwoodsearch.com

Shelley Feather

Senior Executive Search Consultant
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