



2018 SEP 17 AM 10:03  
OFFICE OF THE  
SECRETARY

**MURIEL BOWSER**  
MAYOR

SEP 17 2018

The Honorable Phil Mendelson  
Chairman  
Council of the District of Columbia  
John A. Wilson Building  
1350 Pennsylvania Avenue, NW, Suite 504  
Washington, DC 20004

Dear Chairman Mendelson:

Pursuant to section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law § 2-142; D.C. Official Code § 1-523.01), I am pleased to nominate the following person:

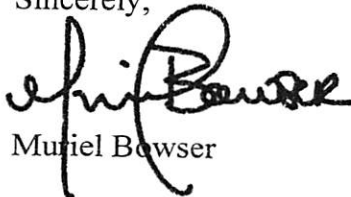
Dr. Unique Morris-Hughes  
39 Q Street NE  
Washington, DC 20002  
(Ward 5)

for appointment as the Director of the Department of Employment Services, to serve at the pleasure of the Mayor.

Enclosed, you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

  
Muriel Bowser

  
Chairman Phil Mendelson  
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

Chairman Phil Mendelson, at the request of the Mayor, introduced the following resolution,  
which was referred to the Committee on \_\_\_\_\_.

To confirm the appointment of Dr. Unique Morris-Hughes as the Director of the Department of  
Employment Services of the District of Columbia.

RESOLVED, BY COUNCIL OF THE DISTRICT OF COLUMBIA, that this resolution  
may be cited as the "Director of the Department of Employment Services Unique Morris-Hughes  
Confirmation Resolution of 2018".

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Unique Morris-Hughes  
39 Q Street NE  
Washington, DC 20002  
(Ward 5)

as the Director of the Department of Employment Services, established by Reorganization Plan  
No. 1 of 1980, effective April 17, 1980, and in accordance with section 2 of the Confirmation  
Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), to serve  
at the pleasure of the Mayor.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,  
upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

# Dr. Unique Morris-Hughes

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## Senior Government Executive

Innovator and expert in education, strategy, operations and leadership within state and local government.

### *Professional Highlights:*

- More than a decade of progressive experience in teaching as an adjunct professor, coordinating and leading schools K-12, central office programs, State Education Agencies and District government agencies.
- Known for advancing into various promoted, more complex roles within numerous organizations.
- Oversee Marion Barry Youth Leadership Institute in FY16 with a 100% high school completion rate and 94% college acceptance rate.
- Lead efforts in the District of Columbia to successfully exit “High Risk” status from the US Department of Education and Department of Labor, eradicating eight + years of non-compliance and financial mismanagement in fourteen months.

### *Areas of Expertise:*

- Innovative Strategy Development
- Program Management
- Operational Strategy
- Leadership Mentoring
- Performance Management
- Education Leadership
- Equity and Education
- Data Strategy

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## Career Experience

**Interim Director | 3/2017 – Present**

**Chief Strategy Officer & Acting, Chief of Staff | 1/2016 – 3/2017**

Greater Economic Opportunity & Department of Employment Services, Washington, DC

Provides design, turnaround, and operational strategies, plans and procedures to the Office of the Deputy Mayor and the Director of the Employment Services. Sets comprehensive goals for performance and growth and establishes policies that promote a positive overall culture and atmosphere. Leads employees to encourage maximum performance and dedication. Evaluates by performance by analyzing and interpreting data and metrics.

### **Selected Accomplishments:**

- Represents DC Department of Employment Services (DOES) as agency’s innovation thought leader.
- Instrumental member of (DOES) leadership team; responsible for high-level evaluation, planning and oversight of Office of Youth Programs (OYP) services.
- Lead the efforts for the District of Columbia’s Department of Employment Services Office of Youth Programs to exit “High Risk”.
- Successfully negotiate a corrective action plan that was outstanding for four years.
- Successfully close 37 findings on the US Department of Labor in 8 months.
- Oversee Marion Barry Youth Leadership Institute in FY16 with a 100% high School completion rate and 94% college acceptance rate.
- Oversee the Summer Youth Employment Program for the District of Columbia where Forbes magazine cites Washington DC is the number one city for summer jobs.

**Chief Operating Officer (COO) & Acting Assistant Superintendent for Wellness and Nutrition | 2014 – 2016**

District of Columbia Office of the State Superintendent of Education, Washington, DC

Administered support on strategic programs, business, operations, grants management and compliance. Oversaw eight offices totaling 82 full time employees, and supported core functions of agency.

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## **Selected Accomplishments:**

- Supervised three facilities maintained by the agency and oversaw per pupil funding, enrollment processes and general tuition payments for residents.
- Lead Federal Programs Office, overseeing approximately \$75 million and entitlement programs of Title I, Title II and Title III.
- Managed annual enrollment audit for the DC, allocating \$650 million of funds to support the public school system.
- Governed all offices under COO; including, but not limited to, Wellness and Nutrition Services, Office of Contracts and Procurement, Office of Enrollment and Residency, and Office of Dispute Resolution.
- Lead highest rank Summer Meals program in the country as designated by the United States Department of Agriculture.
- Created cross-cutting federal education grants guidance aligning cost and activities amongst five grants.

## **Deputy Assistant Superintendent, Federal Grants Management | 2013 – 2014**

Office of the State Superintendent of Education, Washington, DC

Stipulated knowledge of federal grant program laws and regulations, accounting ideologies, procurement laws governing public funds, applicable Office of Budget and Management Circulars, Education Department Government Administrative Regulations, and DC education system district laws and regulations.

## **Selected Accomplishments:**

- Offered technical support and training to program managers.
- Developed and provided guidance on grants management policies, this included training and managing staff.
- Trained and provided knowledge of A-133 audit evaluation of grant programs.
- Also served as Deputy Director and Director of the Office of Grants Management and Compliance.

## **Assistant Head of School, Performance | 2011 – 2013**

Septima Clark Public Charter School, Washington, DC

Primary liaison to the Office of the State Superintendent of Education, Public Charter School Board, and other District of Columbia Agencies. Advised school faculty and staff on the effects of current and historical legislation. Offered guidance to staff on DC Municipal Regulations. Delivered training to staff, leadership, and board of trustees on school operations policy.

## **Selected Accomplishments:**

- Recruited and hired new staff, and served as point of contact for all parents and staff.
- Also served as acting Director of Special Education, overseeing special education staff and coordinator.
- Achieved LEA level compliance for federal entitlements supplementary to ESEA programs, Highly Qualified Teacher documentation, and other federal grants.

## **Program Manager/Center Director | 2008 – 2009**

District of Columbia Public Schools, Washington, DC

Created and implemented new programs that are measureable and high quality, such as Adult, Family, and English Language Literacy Programs. Developed performance data and associated activities. Used research based programs to create best practices, including NCLB compliance for Title I Part A and Title III. Provided overall leadership and administration to staff of six. Provided resources, programs, and information to shareholders and practitioners in professional communities.

## **Selected Accomplishments:**

- Produced outreach strategy and implementation plan; exceeded 20% target of student/family population.

## Director of Programs | 2006 – 2008

Junior Achievement of the National Capital Area, Washington, DC

Created opportunities for students to learn financial literacy, workforce preparedness, business, and economics. Created opportunities for corporate partners and volunteers to teach students the importance of financial literacy, business and economics. Implemented research-based curriculum and programs in several regions. Served as primary contact school system and district government.

### Selected Accomplishments:

- Increased number of student participants within six months of program implementation.
- Generated monetary and tangible resources through fundraising and resource generation.

## Public Policy Coordinator | 2002 – 2005

Amazon.com, Seattle, Washington & Washington, DC

Worked closely with the Vice President of Global Public Policy and Directors of US Federal and State Public Policy with respect to overall outreach strategy, evaluation and lobbying within International, federal, and state markets. Conducted research on legislative proposals and provided briefs on legislation of interest to senior management. Responsibly managed team budget and team internal website.

### Selected Accomplishments:

- Maintained administrative duties for the office and the Amazon.com political action committee fund.

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## Teaching Experience

**Adjunct Instructor & Consultant** | USDA Graduate School, Washington, DC | 2009 – 2016: *Composes and creates instructional materials for performance management courses. Provides training to state and federal workers for Program Evaluation.*

**Approved Trainer** | Office of Early Childhood Education, Office of the State Superintendent of Education, Washington, DC | 2011 – 2016: *Provided professional development training and teaches courses in Program Compliance and Law, Program Evaluation and Assessments/Data Analysis.*

**Adjunct Faculty** | Trinity University, Washington, DC | 2007 – 2010: *In-classroom instruction while utilizing web based technology. Advised students on scholarly research and writing in courses: Human Resource Management, Organizational Behavior, Principles of Management and Leadership, and Social Entrepreneurship.*

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## Educational Background

**Doctorate of Philosophy, Organizational Leadership**, | University of Maryland Eastern Shore

**Master of Business Administration** | Trinity College

**Bachelor of Arts, English** | Johnson C. Smith University

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## Awards & Memberships

Seattle Youth Advocate of the Year Award, 1994 | Women in Government Relations, 2014 - Present | National Association of Black School Educators, 2014 – Present | American Association of School Administrators, 2012 - Present | National Forum of Black Public Administrators, 2012 - Present | | American Educational Research Association, 2010 - Present

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## Selected Speeches and Conference Presentations

- Morris, U.**, August 2017. *Keynote Address: Being Unapologetically Authentic as Young Government Leaders.* Blacks in Government National Conference. Atlantic City, NJ.
- Morris, U.**, April 2017. *Perspectives on the impact of practice, program and policy.* Rutgers University Urban Teaching Matters Conference. Camden, NJ.
- Morris, U., Crosson-Settler, R., Leach, F., & Edogun, K.**, April 2013. *From Compliance to Reform: Balancing Efforts to Reform Public Education in the District of Columbia.* National Forum of Black Public Administrators National Conference. Atlanta, GA.
- Morris, U.**, April 2010. *The Relationship between Servant Leadership Characteristics and State Domain Hope: Validation for the Inclusion of Hope in the Servant Leadership Theoretical Model.* University of Maryland Eastern Shore Research Symposium. Princess Anne, MD.
- Morris, U.**, October 2010. *Critical perspectives of early literacy coaching and the affects in at-risk populations.* Consortium for Research on Educational Accountability- National Evaluation Institute. Williamsburg, VA.
- Morris, U.**, December 2009. *Measuring program performance and web 2.0 technologies: Getting the most from your programs while engaging youth.* NCNW-Dorothy Height Leadership Institute. Washington, DC.



Office of Mayor Muriel Bowser  
John A. Wilson Building | 1350 Pennsylvania Ave, NW, Suite 300 | Washington, DC 20004

## Unique Morris-Hughes



Dr. Unique Morris-Hughes is Acting Director of the District of Columbia Department of Employment Services (DOES). In this capacity, she is directly responsible for more than \$150 million in local, federal and specific-purpose funds administered by the District of Columbia and the federal government for workforce development programs and training, unemployment compensation, universal paid leave administration and labor standards enforcement along with more than \$80 million in active capital projects.

Dr. Morris-Hughes was the Chief Strategy Officer for DOES, credited with the successful turnaround of the agency's federally-funded workforce programs. Appointed by Washington, DC Mayor Muriel Bowser to assist the Office of the Deputy Mayor for Greater Economic Opportunity (DMGEO), Dr. Morris-Hughes was named Special Assistant & Assistant Director of DOES in 2016. She previously led the successful turnaround of the US Department Education federal grant programs at the District of Columbia Office of the State Superintendent of Education (OSSE), where she guided that agency through a federal corrective action plan. As a result of the corrective steps taken at OSSE, the District exited federal high-risk status for grant oversight, operation management, and fiscal reporting.

Among Dr. Morris-Hughes' other accomplishments: she developed and launched the District's Enterprise Grants Management System, an online grants management database; and led the District of Columbia to its ranking as the top state (and jurisdiction) in the country for the USDA summer meals program.

Dr. Morris-Hughes is a member of the American Educational Research Association, the National Forum for Black Public Administrators, the Textbook and Academic Authors Association of America, the National Alliance of Black School Educators, National Black MBA Association, and the International Leadership Association.

A Ward 5 resident, Dr. Morris-Hughes obtained a Doctor of Philosophy from the University of Maryland Eastern Shore, a Master of Business Administration from Trinity University, and a Bachelor of Arts in English from Johnson C. Smith University.



GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

**To:** Alana Intrieri; Steve Walker  
**From:** Betsy Cavendish  
**Date:** September 13, 2018  
**Subject:** Legal sufficiency review of Resolution nominating Unique Morris-Hughes as  
Director, Department of Employment Services

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**This is to Certify** that this office has reviewed the above-referenced legislation and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call me at 202-724-7681.

A handwritten signature in black ink that reads 'Elizabeth A. Cavendish'. The signature is written in a cursive style.

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Elizabeth Cavendish