Joycelyn Hughes-Moulden, Ed.D.
Leading with Purpose. | Educating for Progress. | Serving with Intent.

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Education

Doctor of Education (Ed.D.)
Educational Leadership & Policy
Howard University
Washington, District of Columbia

Master of Education (M.Ed.)
Urban Education Focus
Holy Names University
Oakland, California

Bachelor of Arts (B.A.)
Interdisciplinary Humanities
New College of California
San Francisco, California

Core Competencies

- Curriculum Design and Academic Program Development
- Student Success and Retention Strategies
- Learning Management Systems (LMS) Administration
- Educational Technology and Data Systems
- Academic Operations and Compliance
- Catalog and Content Management
- Accreditation and Program Assessment

Skills

- Academic Compliance
- Policy Development and Implementation
- Ethical Leadership
- Data-Based Decision Making
- Faculty Development and Support
- Student Success Centeredness and Advocacy

My Leadership Philosophy...

is grounded in the principles of *inclusivity, collaboration, integrity,* and a steadfast commitment to *academic excellence.*

Professional Summary

As a university administrator, I am committed to strategizing and implementing initiatives that promote innovation, academic excellence, and inclusive collaboration across all areas of the institution in which I serve. I champion cross-disciplinary partnerships, uphold the highest standards of academic compliance, and work to empower faculty, staff, and students to realize their fullest potential.

Professional Experience

Director
Office of General Education
Howard University
2022 – Present

Co-led the revision of Howard University's *General Education Program*, which consisted of Howard University's undergraduate programs adopting a new academic plan template with three key components:

- [120 Credit Hour Distribution](#)
- [30 Credit Hours for General Education Requirements](#)
- [7 Essential Learning Outcomes](#)

Additionally, my role as director of the Office of General Education comprises:

- Overseeing the annual collection and integration of curriculum updates into Howard University's undergraduate course catalog.
- Training and updating audit processes for undergraduate program/degree completion.
- Co-managing the assessment of academic compliance for undergraduate programs.
- Providing foundational and functional training for all undergraduate faculty and staff advisors.

In 2024, I designed the curriculum for Howard University's School of Education Degree Completion Program *(Department of Human Development and Psychoeducational Studies)* student success course: *"Mecca Made - Student Success at Howard University".*

Associate Director
Center for Tutoring and Learning
Howard University
2018 - 2022

- Organized and managed tutoring services for undergraduate students enrolled in gateway math and science courses.
- Provided academic reinforcement and learning support services for underperforming undergraduate students.
- Led experiential learning experiences for undergraduates and doctoral students with an interest in curriculum development and instruction.
- Led Howard's Summer Bridge Program for student athletes and students in the College of Engineering and Architecture.
- Constructed the curriculum and implemented *Howard's Second-Year Experience Program,* funded by [Lumina Foundation's *Historically Black Colleges and Universities Student Success Project.*](#)

Lecturer, College Study Skills
Office of Undergraduate Studies / College of Arts and Sciences
Howard University
2018 - 2021

- Developed and instructed a comprehensive College Study Skills course *(ACAD 007)* aimed at enhancing academic performance for undergraduate students.
- Provided tailored support to students in academic recovery, fostering a positive learning environment.
- Utilized innovative teaching methods to engage students, contributing to the university's overall improvement in course completion rates.
- Collaborated with faculty and academic advisors to identify at-risk students and implement effective intervention strategies.

Student Success
- Navigate 360

Learning Management Systems
- Canvas
- Blackboard

Curriculum Management Systems
- Workday Student
  (Academic Requirements and Configuration)
- Coursedog
- Clean Catalog

Data Science and Analytics
- Python
- SQL
- R-Studio

Content Management
- Drupal

Organization Affiliations

- American Association of College and Universities

- Undergraduate Education at Research Universities

- American Education Research Association

- University Council of Educational Administration

- College Reading and Learning Association

- Educational Advisory Board

On Collaboration...

Throughout my time in higher education, I have established myself as a reliable collaborator in generating ideas related to retention, academic compliance, degree completion, the student experience, and post-graduate outcomes.

Professional Experience

Adjunct Professor
Department of Curriculum and Instruction
Howard University
2016

- Taught *"Strategies for Teaching English Language"* to aspiring elementary school teachers.

Consultant
The American Association of School Administrators (AASA)
2016 - 2017

Assisted with program and membership management and coordination of specialized conferences for superintendent members of AASA including:

- Digital Learning Consortium
- National Superintendent Certification Program
- Superintendents Cohort for Personalized Learning

Visiting Professor
The Historic Paul Laurence Dunbar High School
Howard University / District of Columbia Public Schools
2013-2014

- Taught *"Introduction to Urban Education"* to students exploring education careers.
- Served as the liaison between Dunbar's administration and the faculty of Howard University's School of Education.
- Provided academic advising and college-readiness support services to students.

Music Teacher
Claremont Middle School
Oakland Unified Public Schools
2012 - 2013

- Reinstated standardized musical performance protocols for middle school students, grades 5-8.
- Taught and brought students to standard reading of music, performance, and organized the most successful winter concert in the school's history.
- Classes taught included beginner, intermediate, and advanced band and orchestra.
- Coached and organized top performers to participate in Cazadero Music Camp.

Director
Stanford University
McClymonds High Schol, Oakland Unified Public Schools
2005 - 2008

- Led Project YELL *(Youth Engaged in Leadership and Learning)* at McClymonds High School, emphasizing leadership and critical thinking.
- Supported students in executing meaningful research on community and educational challenges.
- Instructed students on the significance of social activism, nurturing a sense of empowerment, and accountability.

Office Coordinator
Laney College
Gender Equity Center
1995 - 2001

- Assisted in developing strategies to eliminate gender imbalance in vocational programs.
- Initiated student enrollment in non-traditional occupational programs.
- Develop workshops, support groups, films, and lectures.
- Partnered in planning all special events for the single-parent and gender equity services.
- Developed, promoted, and marketed services to the campus and immediate community.

Special Projects

Working Group Co-Chair *(Middle States Standard IV - Support of the Student Experience)*
Howard University
Middle States Commission on Higher Education Re-accreditation
Present
- Engage in strategic planning in Self-Study Steering Committee for re-accreditation.
- Lead a diverse group of eight university stakeholders to build an evidence-based case that demonstrates meeting or exceeding Middle States' accreditation criteria.

Founder
Cairo's House of Fort Washington
Present

Cairo's House is a budding community school that leans on the strengths of community to ensure children are provided sound socialization and educational experiences. Cairo's House is a shared educational space where children grow, families connect, and community thrives.

Lead Evaluator
Howard University
Middle States Commission on Higher Education Administrative Program Prioritization Initiative
2019

For accreditation purposes, I led the required self-study evaluation team for the following schools and libraries:
- *School of Communications*
- *Law Library*
- *Office of University Libraries*
- *Law Library and Moorland-Spingarn Research Center*

- Scheduled and led on-campus site visits for the designated departments.
- Collected, analyzed and summarized findings of evaluations for each department.
- Provided feedback for each department about enhancing operations that promote student engagement with on-campus libraries, and the physical and virtual libraries of the *Consortium of Universities of the Washington Metropolitan Area*.
- Reported findings to lead committee members for the *Prioritization Program Initiative* in preparation for Middle States Accreditation reporting.

Data Collector and Analyst
Howard University
Council for the Accreditation of Educator Preparation (CAEP)
2017
- Assisted lead accreditation committee members in data collection and analysis to prepare for accreditation processes.
- Developed the Taskstream (formerly Watermark) profile necessary for reporting findings to the *Council for the Accreditation of Educator Preparation (CAEP)*.

Training

District Superintendency
Howard University / American Association of School Administrators, Urban Superintendents Academy

Best Practices in Distance Learning
Howard University Center for Excellence in Teaching, Learning, and Assessment (CETLA)
Key competencies developed through this training include:

- Education Leadership and Policy
- Educational Research
- Program Development
- Program Assessment
- Academic Writing
- Predictive Analysis

***EAB Navigate* Training – Academic Advising & Data Analytics**
Key competencies developed through this training include:

- Student Data Interpretation
- Appointment and Campaign Management
- Progress Monitoring & Alert
- Workflow Optimization
- Dashboards & Reporting

***Workday Student* – Training and System Implementation Experience**
Key competencies developed to execute tasks:

- Student Information System (SIS) Configuration
- Updating Academic Structure and Degree Requirements
- Data Integrity and Reporting
- User Training and Support
- Process Improvement
- Change Management and Communication

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Honors, Scholarship and Assistantship

National

Barbara L. Jackson Scholar
University Council of Educational Administration (UCEA)
2015 - 2017

David L. Clark Scholar, Nominee
University Council of Educational Administration (UCEA)
2018

University

Provost's Distinguished Service Award
Howard University, Middle States Accreditation - Prioritization Project
2021

Research Graduation Assistantship
Howard University, School of Education
Department of Educational Leadership and Policy Studies
2013 - 2017

President's Board of Trustee's Scholarship
Holy Names University
Department of Education
2008

Academic, Professional and Conference Presentations

Presentations

Hughes, J., Berry, C., Jackson, B., Coles, M. (2022, March). Sisterhood Pedagogy. Washington, DC: Black Women in Educational Leadership.

Hughes, J., (2020, September). Academic Confidence for HBCU Students. Washington, DC: Howard University Center for Tutoring & Learning Support Services.

Hughes, J., (2020, October). Time management for the college students. Washington, DC: Howard University, College of Arts and Sciences, Lekgotla Series.

Hughes, J., (2018, June). Student engagement for the Howard University Second-Year Experience Program. New Orleans, LA: Lumina Foundation HBCU Student Success Project.

Hughes, J., (2016, November). The academic achievement of African American students: Lost in translation. Detroit, MI: University Council of Educational Administration, Jackson Scholar Roundtable.

Hughes, J., (2016, July). Culturally relevant pedagogy for English language learners. Haiti, West Indies: Haitian American Caucus Teacher Institute.

Panel Organized and Speaking Engagements

General Education Requirements. Annual Presentation - New Student Orientation (Bison PREP), Washington, DC (2022 - Present).

Hughes, J., (2018, May). Howard University, School of Education Commencement. Doctoral graduate speaker: Washington, District of Columbia; Howard University.

Hughes, J., Boakye, B., LeNiles,K., Shockley, K., (2017, April). Anthony Browder speaks. Washington, District of Columbia: Howard University School of Education, Department of Educational Leadership and Policy Studies.

Academic, Professional and Conference Presentations

Hughes, J., Shockley, K., LeNiles, K., (2017, April).Self-healing for the Ndezi: A holistic experience for educators. Washington, DC: Howard University School of Education, Department of Educational Leadership & Policy Studies

Shockley, K., **Hughes, J.**, LeNiles, K. (2017, March). The critical need for African centered educational l leadership. Houston, Texas: University of Cincinnati National Council of Black Studies Annual Conference.

Rodriguez, C., Hughes, J., (2016, October). Historical and current challenges to the segregation of Latino communities. Washington, DC: Howard University School of Education, Department of Educational Leadership and Policy Studies.

Rodriguez, C., *Hughes, J.*, (2016, October). Developing college-going cultures in Black and Brown schools. Washington, DC: Howard University School of Education, Department of Educational Leadership & Policy Studies.

Hughes, J., (2016, July) Revisiting conscientization & race theory: Is American education operating in a post- racial America? Washington, District of Columbia: Research Association for Minority Professors.

Hughes, J., Saravanabhavan, R., (2016, April). Global perspective on educational leadership. Washington, District of Columbia: Howard University School of Education, Department of Educational Leadership and Policy Studies.

Hughes, J., Washington, K., (2015, May). Post-racial America? Myth or reality: The state of public education for Black lives. Washington, DC Howard University School of Education, Department of Educational Leadership and Policy Studies.

Hughes, J., Hairston, J., Williams, A., (2015, April). The superintendent Q&A forum. Washington, DC: Howard University School of Education, Department of Educational Leadership and Policy Studies.

Career Highlights

HBCU Student Success Project
Howard University
Office of Undergraduate Studies and Lumina Foundation
2017 - 2020

As part of the Lumina Foundation's "HBCU Student Success Project", I played an integral role in supporting Howard University's retention and graduation rates, serving as Communication Specialist as well as Associate Director of Tutoring and Learning Support Services. Howard University was one of three HBCUs (Historically Black Colleges and Universities) that received approximately $700,000 to support their undergraduate populations' academic success through data-informed and evidence-based best practices. This initiative included the Second-Year Experience Program, and Navigate, rebranded at Howard University as "Bison Advisor." I led the Second-Year Experience Program and the enhancement of academic advisor training (post-Covid 19).

Co-creating and Implementing a General Education Program
Howard University
Office of Undergraduate Studies and Lumina Foundation
2022 - Present

In February of 2022, I was promoted to serve as Howard University's inaugural Director General General Education. Assuming this role concluded a 20-year effort to implement Howard's Office of General Education and revise general education requirements for undergraduate programs. In a shared governance process, I co-led Howard's adoption of an undergraduate 120 credit-hour distribution model and seven Essential Learning Outcomes. In addition to overseeing curriculum changes and training academic advisors, the Office of General Education also oversees auditing protocols and curricula changes.

Transforming Tutoring Services
Howard University
Center for Tutoring and Learning Support Services
2018 - 2022

My role as Associate Director of Howard's Center for Tutoring and Learning Support Services enabled me to transform Howard's tutoring services, which ultimately contributed to Howard's increased retention and graduation rates. I provided experiential learning opportunities for high-achieving students interested in teaching professions and contributed to Howard strengthening its culture of student development.

Co-creating Academic Programs
Howard University
2016 - Present

I have contributed to the development of pivotal academic programs and classes at Howard University, which include:

- **Higher Educational Leadership and Policy Ph.D. Program**
  School of Education, Department of Educational Leadership and Policy Studies
  (Role: Research/Graduate Assistant to the Department Chair)

- **Urban Superintendent's Academy**
  School of Education, Department of Educational Leadership and Policy Studies
  (Role: Research/Graduate Assistant to the Department Chair)

- **ACAD 100 - *"Mecca Made: Student Success at Howard University"***
  School of Education, Department of Human Development and Psychoeducational Studies
  (Role: Director, Office of General Education)

Research Advisor for Undergraduate Students
Howard University
Ukweli: Undergraduate Research Journal
2021 - Present

Founded in 2020, Ukweli, the Howard University Undergraduate Research Journal, is an annual student-led publication showcasing the academic writing and research of Howard University undergraduates. Ukweli serves as an academic vessel for exchanging knowledge and ideas across disciplines, giving Howard University undergraduate students access to becoming published scholars and the satisfaction and peer recognition of published scholarship.

As an advisor of Ukweli, I ensure that the peer-reviewed academic journal maintains a structured and uncompromised process for students wishing to submit manuscripts for review. Ukweli's review process includes faculty reviews of all manuscripts, and the author(s) are provided with feedback and suggestions for improvement. I assist with the layout and ensure that each journal edition is printed, distributed, and uploaded to Ukweli's website.

Enhancing Degree Completion Auditing Processes
Howard University
Office of General Education
2024 - Present

Scheduled and led on-campus site visits for the designated departments, overseeing the evaluation process from start to finish. Collected, analyzed, and synthesized findings from committee members' evaluations to produce comprehensive assessments of each department. Provided tailored feedback to support operational improvements that enhance student engagement with both on-campus libraries and the virtual library systems of the Consortium of Universities of the Washington Metropolitan Area. Compiled and reported these findings to the lead committee as part of the Prioritization Program Initiative in preparation for Middle States Accreditation reporting.

Middle States Commission on Higher Education Accreditation - Lead Evaluator
Howard University
2019

Led the evaluation team for Howard University's *Cathy Hughes School of Communications*, *Office of University Libraries*, the *Law Library*, and the *Moorland-Spingarn Research Center*.

Scheduled and led on-campus site visits for the designated departments, overseeing the evaluation process from start to finish. Collected, analyzed, and synthesized findings from committee members' evaluations to produce comprehensive assessments of each department. Provided tailored feedback to support operational improvements that enhance student engagement with both on-campus libraries and the virtual library systems of the Consortium of Universities of the Washington Metropolitan Area. Compiled and reported these findings to the lead committee as part of the Prioritization Program Initiative in preparation for Middle States Accreditation reporting.

Publications

Journal Entries

Hughes, J., LeNiles, K. (2017) Voices from the field: Uplifting and amplifying: An interview with Kleaver Cruz. The Journal of Negro Education, 86(3), 341-344. doi:10.7709/jnegroeducation.86.3.0341

Hughes, J., LeNiles, K. (2017) Voices from the Field: "My name means work": An interview with Jonathan "Mwai Kazi" Lajas. (2017). The Journal for Negro Education, 86(3), 345-349 doi:10.7709/jnegroeducation.86.3.0345

Hughes, J., LeNiles, K. (2017) "If we are going to be a free people worldwide, it's going to take work": An interview with Candice and Hodari Davis. The Journal of Negro Education, 86(3), 350-355 doi:10.7709/jnegroeducation.86.3.0350 Books

Books

Hughes, J., (2019). For the pure in heart. S.H. Porter (Ed), Women Who Lead: Extraordinary Women with Extraordinary Achievements. (2019)

Palmer, R. T., Olive-Cadet, M., LeNiles, K., and **Hughes, J.** (2019). (Eds.) Personal narratives of Black educational leaders: Pathway to Academic Success New York: Routledge.

Articles

Hughes-Moulden, J., Ed.D. (2025, March 10). Short reflection: My mother and the professional challenges Black women navigate. https://www.linkedin.com/pulse/short-reflection-my-mother-professional-challenges-joycelyn-630pe/