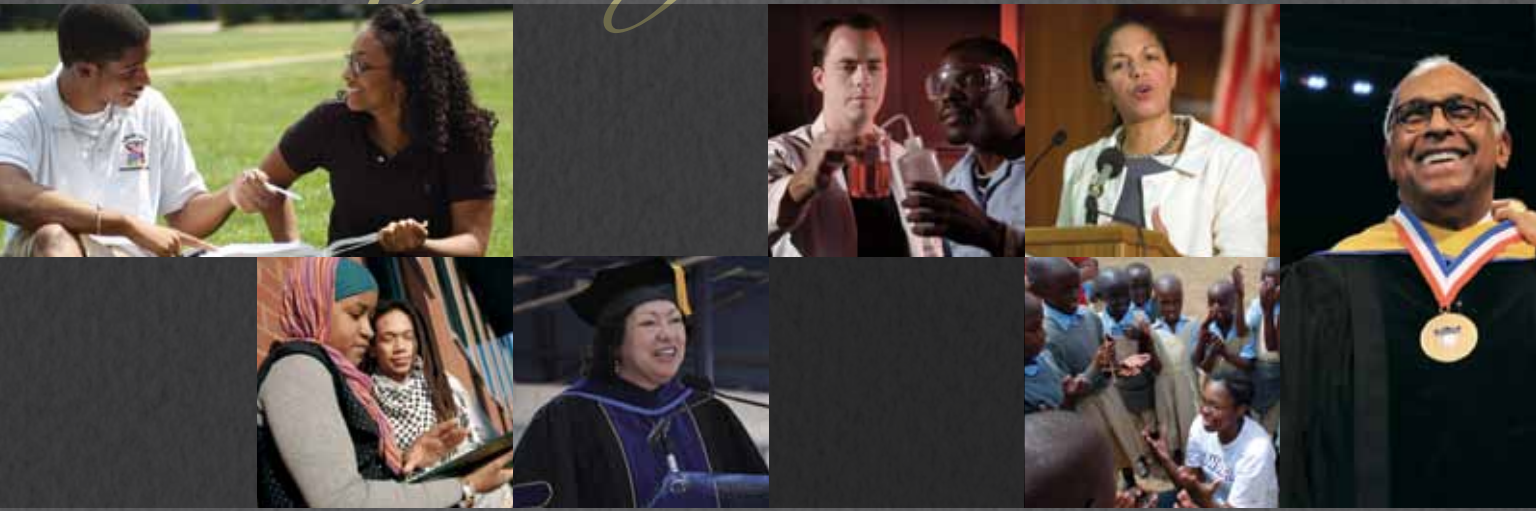


# *A Legacy Renewed*



“Howard University occupies a unique niche in higher education both in terms of its remarkable legacy and future potential. It is quite literally a national treasure as the foremost research university ensuring the education of African American leaders for the nation and the world.”

– Middle States Commission on Higher Education



**HOWARD**  
**UNIVERSITY**



HOWARD UNIVERSITY | ANNUAL REPORT | 2009 2010

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*A Legacy Renewed*

# LETTERS FROM THE CHAIRMAN OF THE BOARD OF TRUSTEES AND THE PRESIDENT OF HOWARD UNIVERSITY

**Dear Friends:**



**H**oward, since its inception, has occupied a unique place in the history of America. Long before it was fashionable, this University was trumpeting the right of every citizen—irrespective of gender, race, ethnicity or religion—to a good education and the opportunity to

fulfill his/her potential. More than many other institutions, Howard is the forerunner of this modern ethos of multiculturalism which everyone now seeks to embrace. With so much resilience and vision, it is not surprising that this relatively small institution has had such a profound impact on the world measured by its role in the civil rights movements and the number of its graduates who have gone on to succeed spectacularly in so many areas. The list is long and renowned.

It is for this reason that I am confident that this institution will merely go from strong to stronger, from excellent to great. This report is filled with examples of the steps we've taken toward what this future will look like. The administration, led by President Sidney A. Ribeau, is pursuing a process of academic renewal and budget strategies that will result in a more streamlined and efficient experience for all; the health sciences are thriving as are many other areas of the enterprise; and there is a cadre of brilliant young students determined to take our foot prints around the world.

Yes, we are trying to achieve much at a time when we are travelling upstream as far as the global economy goes. Yet, I have no doubt that Howard will continue to thrive, and in the years to come, to widen and deepen its footprints in America and the Global Community. Do your part and keep the faith.

Sincerely,  
Addison Barry Rand

**Dear Friends:**

**T**his report chronicles what has been a very exciting year. We celebrated significant



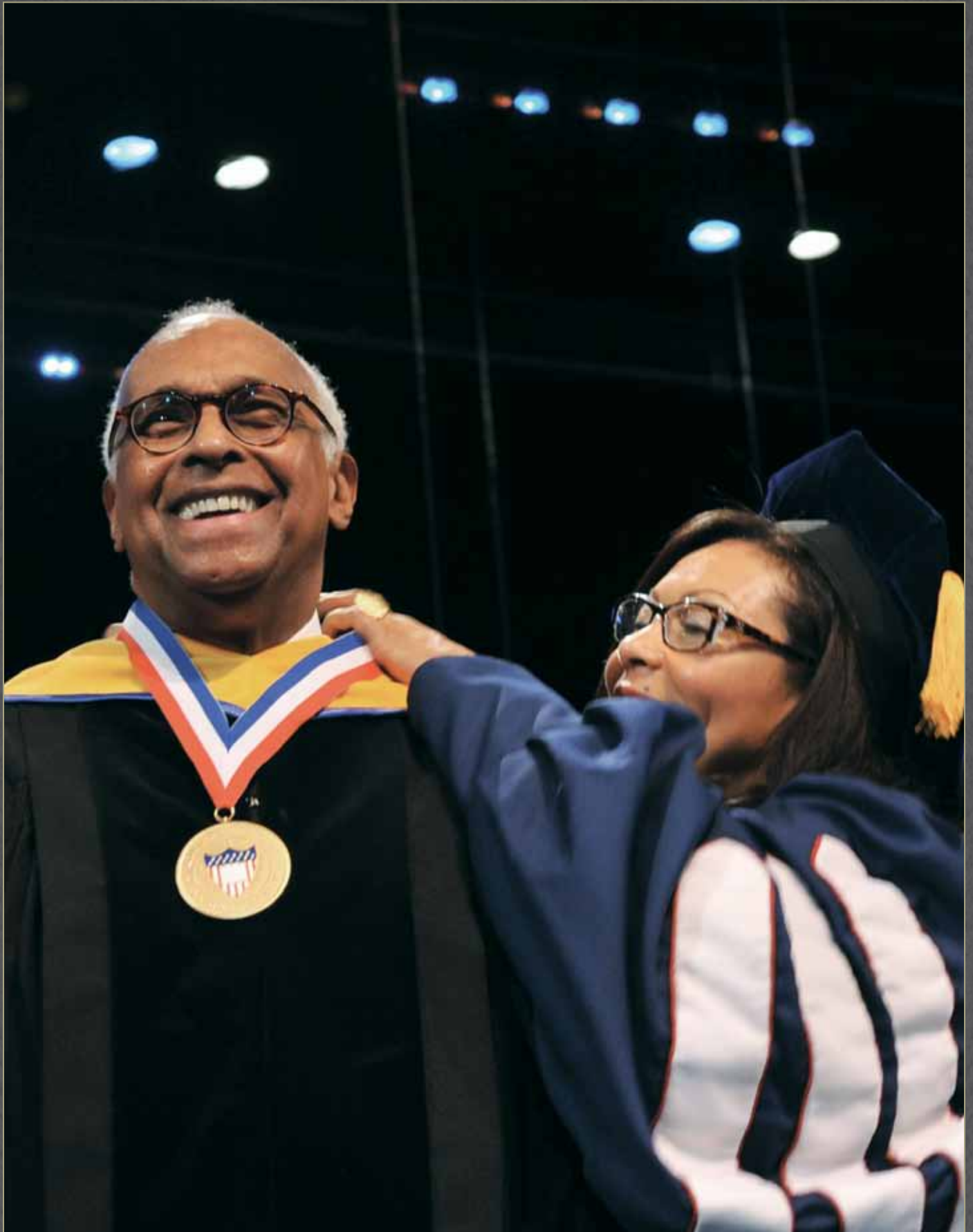
accomplishments of our students and faculty and took steps on an important journey. This journey engaged the entire University community in strategic priorities: academic renewal, financial stability, institutional effectiveness and development of leadership talent. These priorities have focused the community on continued excellence in teaching and learning, an enhanced status as a major research university, an expanded international footprint and an expanded public service role to underserved communities.

During the year, our effort to renew the academic enterprise through the comprehensive work of the Presidential Commission on Academic Renewal (PCAR) generated involvement by our entire community. Launched in fall 2009, the Commission set out to ensure that all of our programs support the University's historic mission and that resources are strategically aligned with our academic programs. The commission's work formed the basis for the academic renewal recommendations that I made regarding the University's academic programs. These recommendations position Howard University for the future.

Decisions about our undergraduate, graduate and professional programs will make it possible for us to continue to attract and retain the best students, faculty and staff, as well as to provide cutting-edge facilities in programs that are stellar. To support the vision, this year we filled key leadership positions including provost and chief academic officer; senior vice president and executive dean for health sciences; chief operating officer; and chief financial officer.

I am excited about what's happening at Howard and extend a special thank you to every member of our community who played a part in making this year productive.

Sincerely,  
Sidney A. Ribeau



# THE YEAR IN REVIEW

JULY 2009-JUNE 2010

Located in the heart of the nation's capital, Howard University continues to reflect changing times as well as the traditional vibrancy of a place where students combine activism with consistent academic excellence. This year saw the manifestation of this ethos as students reacted to events at the national and international levels. Nationally, the students continued with their efforts to contribute to the rebuilding of the Gulf Coast area destroyed by Hurricane Katrina in 2005. In addition, they expanded their efforts to social programs in Chicago, Detroit, Washington, D.C, and Atlanta, thereby leaving their footprints on the nation's consciousness.



At the international level, the University responded to the January magnitude 7.0 earthquake that devastated the Caribbean island of Haiti. Student organizations, in conjunction with University entities such as the Andrew Rankin Memorial Chapel and WHUR, led prayer vigils and fundraising efforts for victims of the earthquake. In addition, Cudore Snell, dean of the School of Social Work, led a group of 21 masters and doctoral students and eight faculty members on a mission to South Africa from March 1-26. The overseas mission marked the 75th anniversary of the School as well as National Social Work Month.

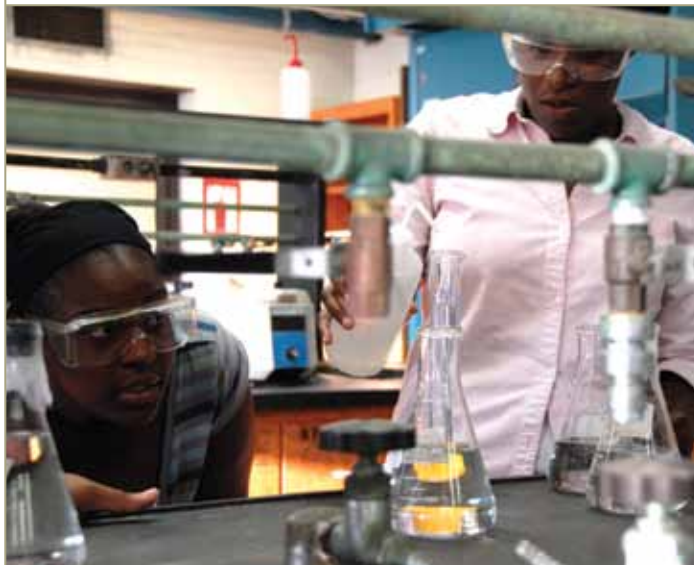
And, in August, the College of Arts and Sciences completed its second Summer Study Abroad in Egypt. The group was led by Greg Carr, Ph.D., chair, Department

of Afro-American Studies and Dana Williams, Ph.D., chair, Department of English. Twenty-two students, faculty and staff participated in the extensive study tour of the major pyramids, tombs, temples and museums of the Nile Valley, including museums in Cairo, Aswan and Luxor; temples in Abu Simbel, Abydos, Kom Ombo, Dendera and Saqqara; the pyramids of Djoser, Khufu, Khepera and Menkaure; and the largest outdoor museum in the world, the temple complexes of Ipet Isut (Karnak) and Southern Opet (Luxor).

Additionally, the University continues to be a magnet for national and international leaders. Among some high-profile visitors were: Secretary of the Interior Ken Salazar; director of the Environmental Protection Agency Lisa P. Jackson; Democratic political strategist Donna Brazile; senior advisor to the President for Intergovernmental Affairs and Public Engagement Valerie Jarrett; executive director of the White House Initiative on HBCUs John S. Wilson, Ph.D; former mayor of Atlanta and United States Ambassador to the United Nations, and founder of Good Works International alumnus Andrew Young; Bermuda's Premier, alumnus Ewart Brown; and presidents of several universities and colleges. Following are some highlights of activities during the past year.



## THE YEAR IN REVIEW *(continued)*



### JULY

#### Middle School Competes at Summer Science Camp

As a part of the ExxonMobil Bernard Harris Summer Science Camp, students from the Howard University Middle School for Mathematics and Science (MS)<sup>2</sup>, attempted to build a raft to “Escape from Harris Island,” with as many crew members and supplies as possible. The competition was held July 14 at the Armour J. Blackburn Center among students from summer camps at three D.C area institutions: Howard University, Bowie State University and the University of Virginia.

Among the highlights of the day, former astronaut Bernard Harris, Ph.D., the first African American to walk in space, spoke with the students about his experiences in the engineering field. This is the fourth year that Harris has partnered with ExxonMobil to provide academic enrichment camps on university campuses. The camps are offered to middle school students from traditionally under-represented and underserved populations who are academically qualified, recommended by their teachers and genuinely interested in mathematics and science. Data from the Congressional Diversity and Innovation Caucus say African Americans hold only 4.4 percent of science and engineering jobs; just 3.4 percent are held by Hispanics.

#### ELI Institute Held Entrepreneurship Conference

The Institute for Entrepreneurship, Leadership, and Innovation (ELI) faculty conference for Historically Black Colleges and Universities (HBCUs) attracted a wide cross-section of participants from across the country. The conference was held under the theme “Prime Time for Entrepreneurship Education: *Mindset, Practice and Theory.*”

Among the presentations were: “Minority and Female Entrepreneurship: Research Status and Changes over Almost Two Decades,” by Pat Robertson-Saunders, Ph.D., Johnson C. Smith University; “Entrepreneurs as Change Agents,” by Gregory Fairchild, Ph.D., University of Virginia; “Family Business Entrepreneurship,” by Keanon Alderson, Ph.D. candidate, California Baptist University; “Moral Engagement and Social Entrepreneurship: A Conceptual Model,” by Constant D. Beugre, Ph.D., Delaware State University; and “Minority Health and Wellness Entrepreneurship: Present Realities and Opportunities,” By Goulda Downer, Ph.D., RD, LN, CS, Howard University.

The ELI Institute was established in 2003 with a grant from the Ewing Marion Kauffman Foundation, one of the largest foundations in the world and the number one devoted to entrepreneurship. The mission of the ELI institute is to provide the skills, tools and orientation to foster success in entrepreneurship in African American and minority communities with emphasis on educational opportunities.



## AUGUST

### Howard Ranked #11 for Strong Commitment to Teaching

Howard University ranked 11th among schools “where the faculty had an unusual commitment to undergraduate teaching.” Eighty schools were ranked for the best teaching of undergraduates in the 2010 *U.S. News and World Report (USNWR)*.

Howard also ranked in the top 100 in the *USNWR* listing of Best National Universities. Sharing the 96th place with SUNY-Stony Brook; University of Alabama; University of California-Riverside; University of Kansas; and the University of Nebraska-Lincoln. During the previous year, Howard ranked 102 in the survey.

Among Historically Black Colleges and Universities, Howard ranked second behind Spelman College. Morehouse College, Fisk University and Xavier University rounded out the top five.

## SEPTEMBER

### Salazar Announced \$14M in Recovery Funds, Howard Gets \$800K

Secretary of the Interior Ken Salazar visited Howard University to announce \$14.25 million in historic preservation grants for Historically Black Colleges and Universities. Of that amount, Howard was awarded an \$800,000 grant for repairs to the historic Miner Building (formerly known as Miner Normal School), now home to the Howard University School of Education.

At a press conference outside the building, Salazar said the funds were made available under the American Recovery and Reinvestment Act.

“This investment continues a long and important partnership between the Historically Black Colleges and Universities and the Department of the Interior,” Salazar said. “As a result of the 1980 White House Initiative [on HBCUs], the Department of the Interior Historic Preservation Initiative was formed. It identifies and restores the most historically significant and threatened structures on HBCU campuses. Since then, the initiative has helped HBCUs save structures that likely would have been lost without immediate rehabilitation.”



### Distinguished Alumnus Addressed Opening Convocation

Alumnus and Premier of Bermuda, The Honorable Ewart Brown, M.D., was the keynote speaker at the University's 142<sup>nd</sup> Opening Convocation held on Friday, Sept. 25. Brown also received an honorary Doctor of Laws degree.

"Convocation traditionally features an address by an individual who has made outstanding contributions to his or her given field, who has made a significant impact on society at large and whose message would serve to broaden the horizons of our students and other members of the Howard family," said Howard University President Sidney A. Ribeau. "Premier Brown, without question, has made significant strides nationally and globally."

### Experimental Balloon Launched

An experimental balloon aimed at measuring the prevalence of harmful toxins in the air was launched on the University's main quadrangle. Howard researchers launched the project in conjunction with Penn State, the National Aeronautical and Space Administration, the National Center for Atmospheric Research, the University Corporation for Atmospheric Research, the University of Maryland-Baltimore County and the National Oceanic Atmospheric Administration (NOAA) Air Resources Laboratory-NOAA National Centers for Environmental Prediction.

Gregory Jenkins, Ph.D., chair Department of Physics and professor of Atmospheric Sciences, said data collected through the use of the balloon will help improve models used for examining air pollution from cars and power plants and even potential threats of a biological or chemical nature that could impact the population of Washington, D.C., and the surrounding area. He said the balloons will record information and send it to a computer where the information can be stored.

Scientist Christopher Vogel, Ph.D., of NOAA Atmospheric Turbulence and Diffusion Division, collaborated with Jenkins on the field study at Howard.

## OCTOBER

### Rice Delivered Ferguson Lecture

Susan E. Rice, United States Ambassador to the United Nations, delivered the Clarence Clyde Ferguson Jr. Annual Lecture at the Howard University School of Law on Oct. 8. The lecture, titled "America and the UN in a New Era of Engagement," discussed the Obama administration's approach to utilizing the United Nations to advance the administration's foreign policy goals. The lecture is in honor of Ferguson, who was dean of the Law School from 1963 to 1969. In addition, Ferguson served as a deputy assistant secretary of state for African Affairs and United States Ambassador to Uganda.



## THE YEAR IN REVIEW *(continued)*



### Alumni Honored

Alumnus Edward Brooke III, the first African American popularly elected to the U.S. Senate, was awarded the Congressional Gold Medal, the body's highest honor. President Barack Obama presented the medal to Senator Brooke and lauded him as a political pioneer who broke racial barriers and bridged divides to move "the arc of history." Brooke grew up in LeDroit Park. He attended Dunbar High School and graduated from Howard University in 1941 with a Bachelor of Science in Sociology.

### School of Law Celebrated 140 Years, Raised \$1 million

The School of Law celebrated its 140th anniversary with a gala event at the National Building Museum. With the help of alumni, faculty and friends the School of Law raised over one million dollars for scholarships and other support for the academic programs. The Class of 2010 continued the tradition of high employment placement rates with most obtaining jobs in both the public and private sectors.

The School of Law also published *A Legacy of Defending the Constitution: Howard University School of Law: 1869-2009*, a pictorial documenting more than a century of its contributions to American society.

### NOVEMBER

#### Schools Recommended for Reaccreditation

The site team of the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC) recommended on November 18, 2009 that the School of Communications be reaccredited. The School was found in compliance on all nine standards set forth by ACEJMC including mission, governance and administration; curriculum and instruction; diversity and inclusiveness; faculty; scholarship; student services; resources, facilities and equipment; professional and public service; and assessment of learning outcomes.

Earlier in the year, the School of Education was also recommended for reaccreditation by the National Council for Accreditation of Teacher Education (NCATE) Board of Examiners site team. The school met all six standards set forth by NCATE including candidate knowledge, skills and professional dispositions; assessment system and unit Evaluation; Field Experiences and Clinical Practice; Diversity; Faculty qualifications, performance and development; and unit governance and resources. The accrediting team also found that three existing "areas for improvement" citations, commonly referred to as AFIs, should be lifted.

# THE YEAR IN REVIEW *(continued)*



## NOVEMBER

### School of Divinity Held 93rd Annual Convocation

The imprisonment of African American males and churches' financial stability in a stumbling economy were among the issues under discussion at the Howard University School of Divinity 93rd Annual Convocation held Nov. 4-6. The three-day event featured some of the nation's most important religious leaders, including Joshua Dubois, executive director of the Office of Faith-Based and Neighborhood Partnerships, and the Rev. Delman Coates, leader of the highly publicized "Enough Is Enough Campaign for Corporate Responsibility in Entertainment."

### Carnegie Grant Established New Initiative

The Carnegie Corporation of New York has awarded \$150,000 to Howard University to create a new think tank to facilitate research on complex national and international issues. Entitled "The Initiative on Democracy, Markets, Communication and Technology," this landmark project will provide venues for ongoing interdisciplinary research, bringing the best minds in research and public policy development to discuss critical issues of citizen participation in government decision making, transparency and the economic implications of global technologies.

The initiative will focus research discussions on three concepts that are key to President Barack Obama's administration, including health, education and the changing worldview of America. To launch the initiative, Howard University hosted a symposium entitled "The Health Care Discussion: People, Environment, and Policy", aimed at contributing to the national discussion on health care reform.

### Future Islamic Leaders Visited

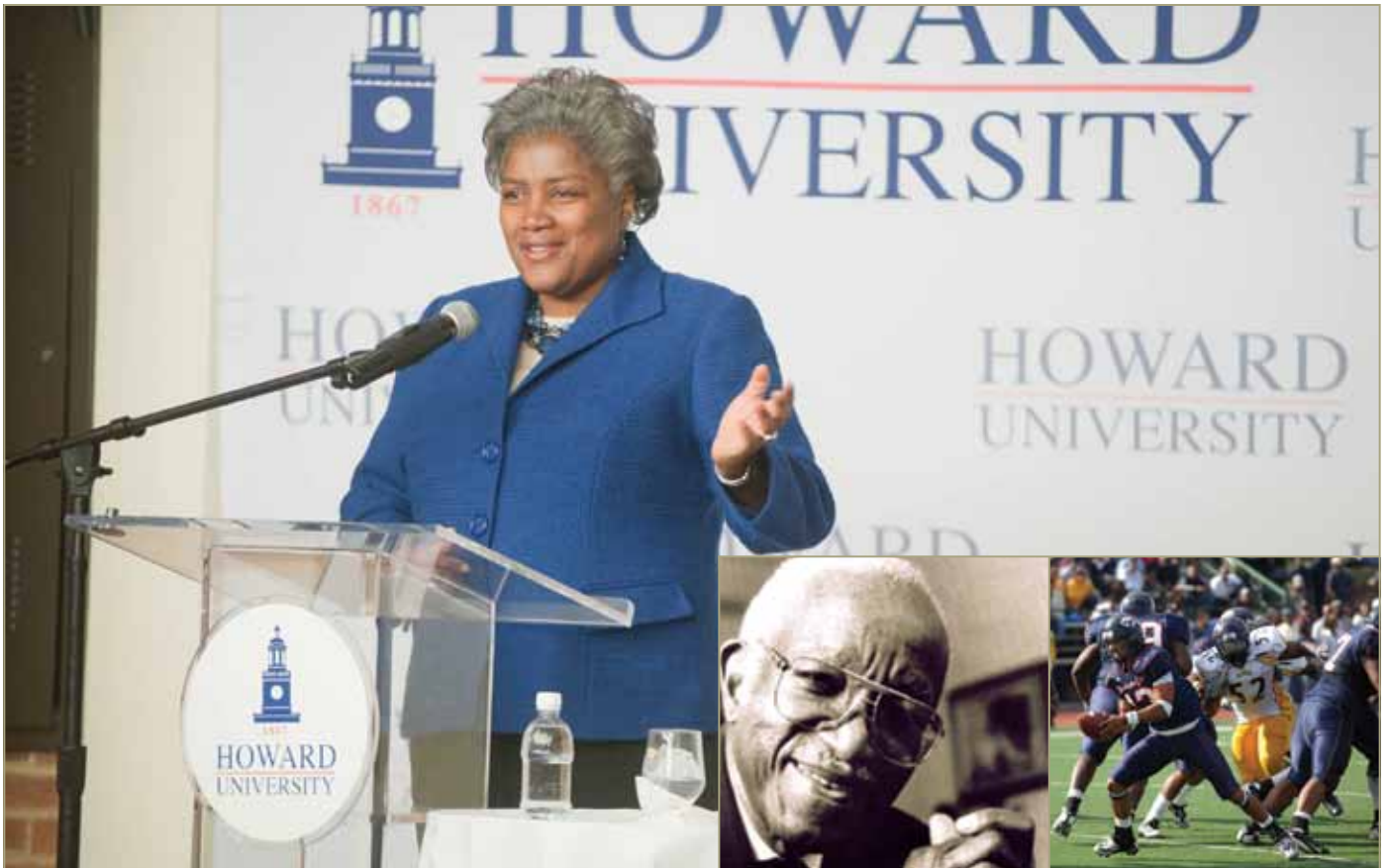
Six future religious leaders of the United Arab Emirates, one of the world's richest nations, and an Islamic leader visited Howard University as part of a nationwide tour to learn about religious education at America's colleges and universities. "We want to take a closer look at the religious life in America in general and at higher education institutions and to learn how they combine faith and science, reason and revelation," said Dr. Hamdan Almazrouei, chairman of Islamic Affairs Authority for the U.A.E.

During their five-day trip across the United States, the imams and their delegation of U.A.E. officials and religious leaders also visited Yale University, New Haven, Connecticut; the U.S. Military Academy in West Point, New York; Notre Dame University, South Bend, Indiana; Wheaton College, Norton, Massachusetts; and Catholic University, Washington, D.C.

## DECEMBER

### Alumnus Elected Mayor of Atlanta

Alumnus Kasim Reed was declared winner of the Atlanta mayoral election after a hard-fought race. Reed (B.A. '92; J.D. '95) succeeds alumna Shirley Franklin (B.A. '68), and continues an illustrious legacy of African American leadership in Atlanta for the last 36 years, including alumnus Andrew Young (B.A. '51).



## JANUARY

### Farewell, James Cheek

President *Emeritus* James Edward Cheek, Ph.D., died at his home in Greensboro, N.C., on Jan. 8. Under his leadership (1969-1989), Howard University experienced immense growth in the student and faculty population, research program, number of schools and colleges and in the overall physical infrastructure. The University also built upon its international reputation and its legacy of social justice. In 1983, he was awarded the nation's highest civilian honor, the Presidential Medal of Freedom. His legacy was saluted at a memorial service held by the University later in the year.

### Solidarity with Haiti

Dozens of students, faculty and staff flocked to the Andrew Rankin Memorial Chapel on Jan. 13 to demonstrate solidarity with the Haitian nation following a devastating magnitude 7.0 earthquake on Jan. 12. Haitian-born Roberte Exantus, 20, a junior at Howard University and president of the Haitian Students Association, had just returned from spending the winter recess with family and friends in Haiti. He urged the community to pray for his homeland and to remain engaged beyond the immediate period because the recovery was expected to be long and difficult.

On Jan. 21, the student body hosted a benefit concert to raise funds for victims of the earthquake. It was sponsored by the Howard University Student Association, the Office of Student Activities, Cramton Auditorium, Office of the Dean of the Chapel and the Office of the President. Meanwhile, WHUR 96.3 FM hosted "Holding on to Haiti," from Jan. 27-29. The fundraiser netted \$42,194, all of which went to Doctors Without Borders and Save the Children.

### Brazile Delivered Harris Lecture

Democratic political strategist Donna Brazile delivered the 2010 Charles W. Harris Lecture titled "The Fierce Urgency of Now" on January 28. Author of the best-selling memoir *Cooking with Grease: Stirring the Pots in American Politics*, Brazile is an adjunct professor, author, syndicated columnist, television political commentator, Vice Chair of Voter Registration and Participation at the Democratic National Committee and former chair of the DNC's Voting Rights Institute. Professor *Emeritus* Charles W. Harris funds the annual lecture series in the Political Science department.

# THE YEAR IN REVIEW *(continued)*

## FEBRUARY

### EPA Administrator Delivered Nabrit Lecture

Lisa P. Jackson, administrator of the Environmental Protection Agency, delivered a lecture titled “Expanding the Conversation on Environmentalism and Working for Environmental Justice” for the seventh annual James M. Nabrit Jr. Lecture Series Feb. 18 at the School of Law. The Honorable Bernette J. Johnson, associate justice, Louisiana Supreme Court, meanwhile, explored “The Life and Legacy of a Civil Rights Lawyer: The Legendary Alexander Pierre Tureaud Sr.”

The Nabrit Lecture Series, presented in collaboration with the School of Law and the international law firm K&L Gates LLP, honors the legacy of James M. Nabrit Jr., who taught the first formal civil rights course at an American law school. Nabrit was one of the lead attorneys on the D.C. case of *Bolling v. Sharpe*, which was made a companion case of *Brown v. Board of Education*.

## MARCH

### President Barack Obama Wants Stronger HBCUs

President Barack Obama signed an executive order to strengthen the capacity of and increase access to federal funding for the nation’s Historically Black Colleges and Universities on Feb. 26 in the East Room of the White House. Howard University Student Association President Bryan Smart introduced Obama, the first African American President, in a room filled with members from the HBCU community, congressional representatives and other invited guests. “We’re not only doing this because these schools are a gateway to a better future for African Americans,” President Obama said. “We’re doing it because their success is vital to a better future for all Americans.”

### Valerie Jarrett Addressed HU Women

Valerie Jarrett, senior advisor to President Barack Obama and assistant to the President for Intergovernmental Affairs and Public Engagement, led a special conversation on April 5 in the Blackburn Ballroom with female graduate and undergraduate students and shared life lessons, challenges, opportunities and how to succeed as an African American woman. Jarrett’s opening remarks were followed by a brief Q&A session. The visit was hosted by the Office of the President and Howard University Women as Change Agents, under the leadership of Paula Whetsel-Ribeau, Ph.D.

## APRIL

### Honoring the Legacy of John Hope Franklin

The University hosted a two-day symposium from April 8-10 in honor of the late John Hope Franklin, Ph.D., a distinguished former faculty member who made many significant contributions to African American history, as well as civil and human rights. The program included addresses by Harvard scholars Evelyn Brooks-Higginbotham, Ph.D. and Professor Charles Ogletree; Mary Frances Berry, Ph.D., University of Pennsylvania; and Ronald E. Walters, Ph.D., professor *emeritus* at University of Maryland-College Park. A series of panel discussions highlighted Franklin’s pioneering efforts in archives and Black historical collections, and his impact on international interpretations of American history.

Franklin was best known for his prolific writing, including: *From Slavery to Freedom: A History of African Americans* (1947); *The Militant South, 1800-1860* (1956); *The Emancipation Proclamation* (1963); *Racial Equality in America* (1976); *Race and History: Selected Essays, 1938-1988* (1990); and *The Color Line: Legacy for the 21st Century* (1993).

### School of Education Recognized

The Howard University School of Education was selected by the Woodrow Wilson Foundation as one of 27 with quality, distinctive teacher preparation programs. Nearly 160 Schools/Colleges of Education were reviewed for this designation through a competitive application process. In announcing the selection, the Foundation said the institutions have developed bold, innovative approaches that can prepare teachers for a time when the nation’s K-12 schools are undergoing dramatic changes.

The School of Education is among a cohort of participating graduate programs that includes: University of Michigan, University of Pennsylvania, Stanford University, UCLA, New York University, University of Virginia and the University of Chicago-Urban Education Institute, among others.



### Ambassador Andrew Young Shared Business and Leadership Tips

Ambassador Andrew Young, former mayor of Atlanta, United States Ambassador to the United Nations and founding principal of Good Works International, visited the University along with John Hope Bryant, chairman and CEO of Operation Hope, as a part of the Howard University Institute for Entrepreneurship, Leadership and Innovation lecture series on April 14. Young spoke on the topic of “The Use of Social Entrepreneurship to Strengthen Global Leadership.”

### Farewell, Dorothy Height

Dr. Dorothy Irene Height, civil rights icon, human rights activist, visionary, educator and humanitarian died at Howard University Hospital on April 20 at the age of 98. Height, who had been chair and president *emerita* of the National Council of Negro Women, worked in the 1960s alongside civil rights pioneers, including the Rev. Martin Luther King Jr., future U.S. Rep. John Lewis and A. Philip Randolph.

President Obama called her a hero and the “godmother” of the movement, noting she “served as the only woman at the highest level of the civil rights movement—witnessing every march and milestone along the way. And even in the final weeks of her life—a time when anyone else would have enjoyed their well-earned rest—Height continued her fight to make our nation a more open and inclusive place for people of every race, gender, background and faith.”

On April 28, Delta Sigma Theta Sorority held an Omega Omega Service in Burr Gymnasium. Height served as national president of the sorority in 1947.

### Earth Day Celebrated

In celebration of the 40th anniversary of Earth Day, Howard University hosted a beautification program on April 22 across all campus locations. Students, faculty, staff and alumni planted flowers and shrubs, cleaned sidewalks and cleaned up trash improperly disposed of on campus grounds. The Facilities and Capital Management office provided tools for the voluntary effort.

Howard University has recently increased its commitment to practicing energy conservation. Recycling efforts, such as the University’s participation in the nationwide competition *RecycleMania*, and turning off all electrical appliances when not in use, are designed to encourage the community to reduce Howard’s carbon footprint.

“The ‘go green’ initiative is the beginning of an important shift in the way we treat our world,” said Troy Stovall, executive vice president and chief operating officer of Howard University. “Through simple, responsible behavior, we can protect human health through environmental stewardship.”



## MAY

### Commencement Held

The 142<sup>nd</sup> Commencement was held on May 8 on the Upper Quadrangle of the main campus. A total of 2,146 degrees, diplomas and certificates were conferred including 1,230 undergraduate degrees, 453 graduate degrees and 407 professional degrees. Harold Ford Jr., five-term congressman (D-TN), was the keynote speaker.

Associate Justice of the Supreme Court Sonia Sotomayor received a Doctor of Laws (honoris causa), for more than two decades of work in the courtroom and on the bench, during the ceremony.

Other honorees were: David C. Driskell, Distinguished University Professor of Art, *Emeritus* at the University of Maryland-College Park, Doctor of Humanities; Hill Harper, award-winning actor and author, Doctor of Humanities; Melody Hobson, president of Ariel Investments, Doctor of Humanities; and Robin Roberts, anchor of “*Good Morning America*.”

## JUNE

### Students Launched Free Clinic

Howard University Hospital launched a free clinic on June 18 designed to provide treatment for low low-income, uninsured patients.

The new Freedmen’s Clinic is directed, staffed and funded by students from the Howard University College of Medicine. It is open from 6 p.m. to 9 p.m. on Thursdays.

The clinic is largely the culmination of the dream of one student, Raolat Abdulai, a third-year medical student, who began the effort more than a year before; she is the clinic’s first director.

### HU 2010 HBCU Faculty Conference

Faculty from Historically Black Colleges and Universities gathered at the Amour J. Blackburn University Center from June 16-18 for an entrepreneurial conference under the theme, “Minority Entrepreneurship Education and Innovation: Looking Back, Going Forward.” The conference sought to expose HBCU faculty to the diverse principles, thoughts and experiences of successful entrepreneurs in a variety of disciplines.

### Media Sales Institute

The Department of Radio, TV and Film sponsored its 10th annual National Association of Broadcasters Education Foundation Media Sales Institute in June. This ten-day intensive program, attracting recent college graduates from universities nationwide, prepares participants for careers in media sales by introducing techniques and tactics and providing opportunities to meet, network and interview with leading national media companies. The foundation currently supports three such training programs. The model Howard University program is the original.

HOWARD UNIVERSITY  
2009–2010

11,037 TOTAL ENROLLMENT

# THE YEAR IN REVIEW *(continued)*

## ENROLLMENT AT A GLANCE

	12 Hrs.	2,139	215	611	2,271	1,132	3,667		
	12 Hrs.	634	109	206	667	556	1,287		
	12 Hrs.	686	46	162	725	290	1,092		
	12 Hrs.	53	3	31	62	13	94		
	12 Hrs.	176	71	101	186	352	558		
	12 Hrs.	365	36	178	412	148	655		
	12 Hrs.	21	0	1	21	3	22		
	12 Hrs.	0	3	12	3	3	12		
	12 Hrs.	0	2	15	4	2	15		

	9 Hrs.	392	184	493	495	385	1,086		
	9 Hrs.	239	7	9	240	211	452		
	9 Hrs.	174	14	18	175	171	349		
	9 Hrs.	274	7	25	280	189	481		
	9 Hrs.	14	8	12	15	21	39		
	9 Hrs.	48	22	36	53	66	128		
	9 Hrs.	5	6	21	10	19	33		
	9 Hrs.	41	51	112	61	94	196		
	9 Hrs.	47	39	107	70	55	170		
	9 Hrs.	203	24	71	219	156	406		
	9 Hrs.	148	11	80	171	51	268		
	9 Hrs.	0	11	24	4	8	24		

7,405 **TOTAL UNDERGRADUATES**

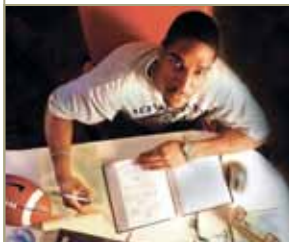


3,632 **TOTAL GRADUATES AND PROFESSORS**





## ACADEMICS AND SERVICE



**A**cademics at Howard University are anchored in the triple pillars of teaching, research and service—principles that, at their core, are never mutually exclusive. Rather, each works in tandem with the other to assure the institution’s place as a leader in higher education, particularly as it relates to problem-solving for people of the African Diaspora and other underserved communities. This section presents a snapshot on critical issues designed to strengthen the enterprise issues such as accreditation status, major new initiatives, student accomplishments, institutional resources as well as a sample faculty profile.

### Howard University a “National Treasure”

*Full reaccreditation approved by MSCHE*

After an exhaustive self-study from 2007 to 2009 and site visits from the Middle States Commission on Higher Education (MSCHE) from Nov. 3 to 6, 2009, Howard University was approved for reaffirmation of accreditation based on its compliance on all 14 existing standards. Among the benchmarks are: compliance with federal requirements, compliance with accreditation standards, institutional resources, leadership and governance, administration, integrity, institutional assessment, student admission and retention, student support services, faculty and educational offerings.

“Howard University occupies a unique niche in higher education both in terms of its remarkable legacy and future potential. It is quite literally a national treasure as the foremost research university ensuring the education of African American leaders for the nation and the world,” the report said.

Among several distinctions, the report cited the fact that Howard produces the largest pool of African American students in the nation who go on to pursue a Ph.D. in the science, technology, mathematics and engineering (STEM) fields. The report also stated that its rich legacy in the arts and cultural studies opens the eyes of the world to the contributions of African Americans and the African Diaspora to global culture.

“This is a community that is well aware of its profoundly important place in American higher education and, indeed, in the world,” the report said.

In its summary recommendations, the report said further that Howard is a national treasure. Through the self-study and site visit, the team experienced just how profoundly it is treasured by students, faculty, staff and administration, alumni, trustees and community members. Its greatest challenge, the report said, is finding a way to balance that profound love with “sober analysis and the determination to do what is needed to position Howard not only to survive, but thrive in the coming decades.” The Presidential Commission on Academic Renewal (PCAR) and the Budget Advisory Committee (BAC) are cited as ways in which the University is attempting to strike this balance.

“Howard University is in many ways both physically and metaphorically the proverbial ‘city on a hill,’” the report said. “It occupies high ground in the nation’s capital, but it also is a community committed to high ideals and represents the aspirations of communities local and global. It is apt, then, that one can find phrasing in the oath of the Athenian city-state that captures the Howard University community’s fervent and earnest desire to make Howard the best that it can be: ‘We will transmit this city not only not less, but greater, better and more beautiful than it was transmitted to us.’”

*“Howard University is in many ways, both physically and metaphorically, the proverbial ‘city on a hill.’ It occupies high ground in the nation’s capital, but it also is a community committed to high ideals and represents the aspirations of communities local and global.”*

– Middle States Commission on Higher Education

# CREATING A LEGACY FOR THE 21ST CENTURY

## Enriching Humanity Through Knowledge, Leadership and Service



For mankind in general, the 21<sup>st</sup> century ushered in an era of remarkable opportunities and challenges. Among the opportunities, developments in technology facilitated ease of communication among the people of the world, dramatically shrinking time and distance and increasing the prospects for cross-cultural collaborations in diverse areas. Among the challenges are those of managing change and the new linkages created as a result. More than most other sectors, higher education has felt the tug of this accelerating process, now casually referred to as globalization. Within the sector, the response has been greater internationalization of programs and practices regarded as imperatives for a competitive and relevant edge in this new age. According to Knight (1993), internationalization, as it relates to higher education, is “the process of integrating an international/intercultural dimension into the teaching, research and service functions of the institution.” It is characterized by the global movement of students; international collaboration in research and teaching; the movement of faculty; internationalization of curriculum; international development projects; branch campuses in different countries; and conferences and joint academic programs, among others.

Among the reasons advanced by government and industry experts for the internationalization of higher education are interest in international security, maintenance of economic competitiveness and fostering understanding across nations (Aigner, et al., 1992)<sup>ii</sup>. Further, Scott (1992)<sup>iii</sup> cites seven reasons why the process is necessary: (1) economic competitiveness; (2) environmental interdependence; (3) increasing ethnic and religious diversity of local communities; (4) the reality that many people work for foreign-owned firms; (5) the influence of international trade on small businesses; (6) the fact that college graduates will supervise or be supervised by people of different racial and ethnic groups than their own; and (7) national security and peaceful relations between nations. Zha Qiang of the Ontario Institute for Studies in Education, University of Toronto, believes that this trend will become more widespread and more important in higher education as time progresses. “Academic and professional requirements for graduates increasingly reflect the demands of the globalization of societies, economy and labour markets and thus higher education must provide an adequate preparation for that. These requirements include not

only academic and professional knowledge, but also multilingualism, and social and intercultural skills and attitudes.” Further, Knight argues that increasing specialization in research and the size of the investments necessary for research in certain fields requires significant collaborative efforts across borders. The increasing recruitment of foreign students and the use of new communication technologies in the delivery of higher education contribute to the erosion of national borders.

Manifestly, close to 265,000 Americans studied abroad during the 2007-2008 academic year, an 8.5 percent increase over the previous year. Disaggregated along ethnic lines, however, the data reveals that minorities trail far behind in the pursuit of study abroad experiences. Caucasians represent approximately 64 percent of those studying abroad in 2007-2008; African Americans, 11.3 percent; Hispanics, 11.4 percent; and Asian-Americans, 6.7 percent. Native Americans, multi-ethnics or others of unknown ethnicity account for the rest. American educators say institutions need to do more to provide opportunities for more students if the country is to maintain its competitive edge.

## HOWARD IN THE GLOBAL AGE



Alongside the urgency to establish and expand study abroad programs, Howard, like most other higher education institutions, faced the pinch of a shrinking dollar in the face of a worldwide recession that began in 2007 and worsened in 2008-2009. Nevertheless, Howard is working aggressively to maintain

existing study abroad programs as well as to foster new opportunities for experiential learning in international settings. During 2010, for example, the student chapter of Engineers Without Borders (EWB) traveled to Riberia to design and construct a multipurpose youth theater in partnership with Instituto de Cultura Brasil Italia Europa. To enhance peer-to-peer exchange, Howard students are leading the design and construction efforts as well as exploring opportunities for mentoring, education and social/cultural development projects. The group also traveled to Kenya to conduct critical water assessment to inform the design and the ultimate construction of a sustainable water solution for the Build the Village primary school and orphanage. Additionally, the College of Arts and Sciences administered its annual study abroad programs for undergraduate and graduate students who ultimately traveled to Spain, the Dominican Republic, Greece, Egypt, Jamaica, Ghana, Germany and Tanzania. The Ralph J. Bunche International Affairs Center, meanwhile, served as a hub for a variety of academic and public affairs program designed to advance international understanding around a range of issues.

## THE PRESIDENTIAL COMMISSION ON ACADEMIC RENEWAL

In a bid to secure and expand Howard's distinguished legacy generally and ensure the correct mix of programs including study abroad, the University's 16th president, Sidney A. Ribeau, Ph.D., under the directive of the Board of Trustees, launched an extensive review of existing academic programs under the auspices of the President's Commission on Academic Renewal (PCAR), a select body comprised mostly of faculty but including staff members, other stakeholders and nationally recognized external academic leaders.

The work of the Commission, the president said, was critical to a sustainable future for the University. "We must reposition the

University and recapitalize our institution to allow us to reinvest in our identity and our legacy," he said.

The president said a renewed Howard University will be characterized by a recommitment to excellence in teaching and learning, an enhanced status as a major metropolitan research University, an expanded international footprint, enhanced opportunities for problem solving through open discourse, and an expanded role of service to underserved communities. In order to accomplish these goals, the University must focus its efforts on five major priorities: 1) academic renewal; 2) financial stability; 3) institutional effectiveness; 4) leadership talent; and 5) strategic partnerships with governments, nationally and internationally; non-profit organizations; and other universities.

Convened in the fall of 2009 under the chairmanship of Alvin A. Thornton, Ph.D., then interim provost and chief academic officer, the Commission was on target to submit a full report and recommendations to the president by fall 2010. Based on PCAR's charter, the renewal process was designed to identify, develop and support programs of excellence and distinction; align resource allocation with priorities; enhance operational performance; and enhance the Howard University brand. Program review, meanwhile, was guided by broad parameters including relevance to the University's mission, academic quality, research value, levels of enrollment and program sustainability. Factors driving the review included the need to respond strategically to increased competition for African American faculty, staff and students; the need to ensure that the University's academic programs are of the highest quality; that facilities are cutting edge; and that the institution is making the very best use of all its resources.



*"We must reposition the University and recapitalize our institution to allow us to reinvest in our identity and our legacy."*

– President Sidney A. Ribeau, Ph.D.



Recommendations from the Commission represent a crucial step in streamlining academic programs at Howard. Thornton said the process was designed to draw on the collective wisdom of the campus community through ongoing communication and substantive engagement before making final recommendations to the president. This was facilitated through regular meetings by members of the Commission; an interactive Web site; periodic reports; meetings with academic departments, schools and colleges; and town hall meetings. “Howard has played a unique role in the definition and building of our nation,” he said. “At each stage of the development of our nation and the African American community, Howard renewed and restructured itself to address the changing needs of our nation and underrepresented communities. Contemporary opportunities and challenges require that Howard review its academic programs and organizational structures to ensure that once again it is able to carry out its mission and remain competitive in the higher education community.”

### **THE BUDGET ADVISORY COMMITTEE**

The Budget Advisory Committee (BAC) was established in the spring of 2009 to promote enhanced transparency and broader participation by all segments of the University in the budget development and review process. The BAC representative membership includes

faculty, students and staff appointed by the president. In addition to its budget review and development functions, the BAC is charged with sharing information with the University community about the University’s budget and related accountability measures. The BAC was chaired by Alvin Thornton, interim provost and chief academic officer, and functioned with assistance from Robert Tarola, the Chief Financial Officer, and the Office of Financial Analysis and Budget.

### **TUITION AND RATES ADVISORY COMMITTEE**

The Tuition and Rates Advisory Committee (TRAC) was established to ensure that the views of a cross section of the University community on tuition and other rates charged to Howard students are considered and presented. The Committee is composed of deans, students and enrollment management leaders who are convened annually to examine the relevant rates and charges and to offer advice. Recommendations on housing and meal plan rates are developed by Student Affairs and Auxiliary Services and reviewed by the TRAC, so that the impact of all proposed rate changes on the total cost of attendance can be considered. The TRAC makes its recommendations to the Chief Financial Officer and the president. The president presents formal recommendations on tuition, housing and meal plan rates to the Board of Trustees, which has the final authority for setting these rates. The president approves other fees.

## STUDENTS FIRST INITIATIVE

Students First (SF) is a multiphase presidential initiative launched in January 2009 to improve the overall experience at Howard and to fully integrate students in the operation of the University. Phase I of the initiative involved an assessment of immediate and long-term organizational changes needed to enhance the student experience. Faculty from various schools and colleges, along with researchers from the Office of Institutional Assessment and Evaluation and facilitators from the Office of Professional Development and Leadership Academy, collected data from students and other University stakeholders. The information gathered formed the basis for recommendations about ways to streamline and improve institutional processes.

In the spring of 2010, SF entered Phase II with several key appointments in the area of student affairs. Barbara Griffin, Ph.D., was named vice president for Student Affairs and Valarie Turner, Ph.D., special assistant to the president, was reassigned to the Blackburn Center, where she serves as an advocate for students, responds to concerns and evaluates student-related administrative policies and procedures. These appointments were part of a broad initiative to create a student affairs organization that listens to students and works together to achieve the University's objectives. Students' participation in other major initiatives such as PCAR, TRAC and the BAC also form part of this broad effort. Currently, Students First is focusing its attention on Enrollment Management including the areas of admissions, financial aid and records.

## LEADERSHIP PRIORITIES



Alongside these key initiatives, President Ribeau has been steadily filling key leadership positions out of a recognition that expert leadership is needed to “achieve our vision and fulfill the Middle States mandate.” Among key hires this period are: James Wyche, Ph.D., formerly of the National Sciences Foundation

as provost and chief academic officer; Eve Higginbotham, M.D., former dean of the Morehouse School of Medicine, as senior vice president and executive dean for Health Sciences; Troy Stovall, former vice president and chief financial officer at Jackson State University, as the executive vice president and chief operating officer; and Robert Tarola, former chief financial officer for two Fortune 200 companies, as chief financial officer.

Along with Hassan Minor, Ph.D., senior vice president for Strategic Planning and External Affairs, and Marian Wilson, Ph.D., senior advisor to the president, these key leaders make up the newly established Operations Committee (OpComm), designed to ensure the success of key institutional initiatives. The Office of Institutional Effectiveness, meanwhile, is tasked with correcting systems and streamlining business processes.

## NOTES

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## STUDY ABROAD WITH THE COLLEGE OF ARTS AND SCIENCES

The College of Arts and Sciences is the oldest and largest of the University's 12 schools and colleges. With an average enrollment of approximately 3,000 students, it is the most popular choice among undergraduates.

The College began its work in 1867 with academic programs including courses in English, Greek, Latin, French, German, Spanish, mathematics, philosophy and botany. During the subsequent 10 years, the curriculum was expanded to include theology, history and additional courses in science. It has been accredited by the Middle States Association of Colleges and Secondary Schools since 1921, and it was placed on the approved list of the Association of American Universities in 1939.

Within its four divisions—fine arts, humanities, natural sciences and social sciences—and its 21 degree programs, the rigors of the classroom are complemented by an array of leadership opportunities in extracurricular activities. The college now leads the University's study abroad programs with trips to Spain, the Dominican Republic, Greece, Egypt, Jamaica, Ghana, Germany and Tanzania, among others.



## HEALTH SCIENCES: A THRIVING ENTERPRISE

### *College of Medicine Tops Most in Meeting Nation's New Medical Needs*



Howard University College of Medicine ranks third among America's 141 medical schools in producing doctors that meet the nation's new health care needs, a study by George Washington University has found.

The study, published in the June 15 edition of the *Annals of Medicine*, is the first to score all U.S. medical schools on their ability to meet a social mission. It shows wide variations among institutions in their production of physicians who practice primary care, work in underserved areas and are minorities. The authors said these findings are important in the context of U.S. health care today.

"The social mission of medicine and medical education should be important to everyone. It isn't just about rural areas or just about poor people, it's about the entire fabric of how we deliver care," says lead author Dr. Fitzhugh Mullan, a professor of health policy at George Washington University. "As patients are insured through health reform, the first place they will go is the primary care office. Medical schools need to be mindful of the nation's requirements for primary care, for doctors prepared to work in underserved communities and for minority physicians to help meet the growing and changing needs of the country."

Eve J. Higginbotham, M.D., senior vice president and executive dean for health sciences at Howard University, put the story in its historical perspective. "Primary care has always been a priority for graduates of Historically Black Colleges and Universities," she said. "Traditionally, we were shut out of the specialties. Now that primary care is a national priority, this reaffirms the importance of diversity in medical education and demonstrates the added value of Historically Black Colleges and Universities."

Higginbotham affirms that the College continues to attract exceptional students from throughout the country and around the world, demonstrated by the increasing number of highly qualified candidates. This year, the numbers increased from 5,635 to 6,005.

*"Primary care has always been a priority for graduates of Historically Black Colleges and Universities. Traditionally, we were shut out of the specialties. Now that primary care is a national priority, this reaffirms the importance of diversity in medical education and demonstrates the added value of Historically Black Colleges and Universities."*

– Eve J. Higginbotham, M.D.

Edward Cornwell III, M.D., chair of the Department of Surgery at the College, said the study validates Howard's historic mission. He said, however, that care should be taken not to oversimplify the findings as merely a function of the substantive mission of Historically Black Colleges and Universities. "Instead, it should get us to thinking along the lines of the sophisticated discipline needed to produce quality physicians whose desire is to address the nation's health care disparities," he said.

Robert E. Taylor, M.D., dean of the College of Medicine, explained that it's no accident the school's alumni, of which 40 percent are primary care physicians, feel a sense of social responsibility. "Throughout the medical school and throughout the students' years here, we continually instill that mission in them, and our students embrace it in their curriculum and extracurricular activities," he said. "One prime example is our New Freedmen's Clinic, which is a student-financed, student-run free clinic for those who are uninsured or underinsured."

During 2009, the College opened its Clinical Skills Center, a state-of-the-art teaching facility for medical students and other learners in the health sciences. The Center will be used to train and assess medical students, residents, fellows and nursing and allied health professionals in areas of professionalism, history taking, physical examination techniques and communication skills. Several other improvements were made during the academic year, including a new student exercise facility in the basement of the Seeley G. Mudd Building, and refurbishing of the freshman lecture hall, Room 1008, in the Numa P.G. Adams Building.

Elsewhere, the Howard University College of Dentistry, the largest educator of minority dentists, is poised to become the leading dental institution through the pursuit of three distinct initiatives: to provide services and promote oral health literacy in underserved communities, to facilitate best practice research and the continued development of evidence-based models for broadening oral health delivery in targeted communities, and to fortify the pipeline of minority dentists through increased scholarships at the College of Dentistry. The College of Pharmacy, Nursing and Allied Health Sciences, meanwhile, is placing emphasis on integrating technology in the classroom and into health care delivery and ensuring quality and safety compliance.

## NMAETC: MAKING A DIFFERENCE IN HIV/AIDS CARE

The National Minority AIDS Education and Training Center in the Department of Infectious Diseases, Howard University College of Medicine, leads the NMAETC Network consisting of Charles Drew University of Medicine and Science, Colorado State University, Meharry Medical College, Morehouse School of Medicine, Navajo AIDS Network, University of Texas Health Science Center and Xavier University.

Since its establishment in 1999, the NMAETC has trained almost 40,000 clinicians and HIV providers, most of whom are located in and/or serving communities of color who reside in rural, underserved and urban populations. Clinicians include physicians, advanced practice nurses, physician assistants, nurses, oral health professionals and pharmacists as well as allied health professionals (clinical case managers, nutritionist/dietitians, clinical social workers, etc.) on HIV management and treatment issues.

The goal of the NMAETC is to decrease the disparities in the health outcomes of minority clients with HIV/AIDS by positively impacting the availability and quality of health care services delivered. Specifically, the Center aims to increase the core competence of organizations, clinicians and other HIV providers; the number and types of available services; the number of culturally competent qualified HIV specialists; and the number of clients who access and remain in care. This is further achieved through a collaborative network of Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Native American Institutions, Community Based Organizations (CBOs) and national organizations that represent minority health care professionals, and the regional AIDS Education and Training Centers (AETCs).

Data show that the highest frequency of providers trained by the NMAETC has been the ethnic group most impacted by this disease—African Americans (36 percent). NMAETC trainings have been sought after and have been provided to White providers, (27 percent) most of whom work in communities of color and care for diverse ethnic and racial minorities. In keeping with the disease epidemic, a significant percentage of our trainings have been provided to Hispanic, Latino or Spanish origin (17 percent), American Indian/Alaska Natives (7 percent), Asians (8 percent), and Native Hawaiian/Other Pacific Islanders (5 percent).

Overall, physicians, nurses, dentists, pharmacists and other allied health professionals of all races and ethnicities who treat minorities living with HIV/AIDS have consistently received training and capacity building services from the NMAETC.

## STUDENTS ON THE CUTTING EDGE

### *Prodigy Strives to Advocate for World Health*



Ty Hobson-Powell was enrolled in a Chinese immersion program at an age when most of his peers were still grappling with their ABCs. A pre-schooler then, he demonstrated an early aptitude for academics and continued those achievements in the ensuing years—skipping the first grade, scoring in the top five

percentile in Latin proficiency in his middle school and attending high school for one year and Montgomery College in Maryland for two semesters. The 14-year-old, who transferred to Howard and became one of the youngest students to ever matriculate at the University, was a sophomore studying political science in 2009-2010.

“I just try to do my best at everything I do,” Hobson-Powell explained when asked about his accomplishments at such a young age.

Hobson-Powell enjoys playing basketball and video games with his peers, but he is also tuned in to current events and is rarely without a copy of a newspaper under his arm. Staying abreast of what’s going on around the world provides him with a window into the events and cultures that he expects will play a role in his future plans.

“I plan to attend medical school and law school and when I graduate, I want to advocate for world health and for those who can’t speak for themselves.”

### *Doctoral Student Received Health and Human Services Dissertation Award*



Anna Teschemaker, a doctoral student in Pharmaceutical Sciences and Alliance for Graduate Education and the Professoriate (AGEP) Fellow, won a dissertation award from the Agency for Healthcare Research and Quality (AHRQ), U.S. Department of Health and Human Services valued at \$30,709.

The agency provides dissertation awards for students focusing on health services research undertaken as part of an academic program to qualify for a doctorate.



“Competition for dissertation grants is very keen, and the receipt of an award is truly a noteworthy accomplishment for both the student and the mentor,” said Carolyn M. Clancy, M.D., AHRQ director.

Teschemaker’s project, “Cost Effectiveness of Anticoagulation Care Versus Genetic Testing of CYP2C9 and BKORC1 Genes,” competed successfully with students from other notable health services research programs including University of Pennsylvania, Harvard University and Johns Hopkins University.

Anthony K. Wutoh, Ph.D., professor and senior fellow in Howard University School of Pharmacy and Teschemaker’s advisor, says her research addresses a key issue in the treatment of Deep Vein Thrombosis/Pulmonary Embolism (DVT/PE), and seeks to conduct a cost-effectiveness analysis of the application of genetic testing in the treatment of DVT/PE. He believes Teschemaker’s research “could prove valuable, particularly in the current economic climate with rising health care costs.”

The AHRQ dissertation award, R36, supports dissertation research costs of students in accredited research doctoral programs in the United States, including Puerto Rico, and other U.S. Territories or possessions.

### **Maleka Brown Named NSF Graduate Research Fellow**



For the next three years, doctoral student Maleka Brown can breathe a sigh of relief knowing that all her education expenses are covered. Brown, a developmental psychology major, is afforded this luxury because she was named a graduate research fellowship recipient by the National Science Foundation (NSF). She is the third

Howard University student to earn the prestigious fellowship.

The NSF Graduate Research Fellowship Program helps ensure the vitality of the human resource base of science and engineering in the United States and reinforces its diversity by supporting outstanding graduate students in NSF-supported science, technology, engineering and mathematics disciplines who are pursuing research-based master’s and doctoral degrees in the U.S. and abroad.

“My research trajectory focuses on how cultural socialization and parental involvement buffers the effect of psychosocially toxic environmental factors, particularly discrimination and community violence, on academic outcomes in minority youth,” Brown explains.

With a three-year annual stipend of \$30,000, \$10,500 for education allowance and a one-time \$1,000 international travel allowance, Brown will be able to conduct her research and continue her studies at Howard in preparation for a career in the professoriate.

### **Luard Scholar, Euzahn Collins, Heads to London**



Euzahn Collins will spend her junior year at Kings College in London as a 2010 Lucy Luard Scholar. The Atlanta native is a biology major with a minor in chemistry. She has a major grade point average of 3.7 and plans to pursue a career in medicine.

She loves languages and has studied French and Spanish. More than anything, Collins has a deep passion for serving her community and her country. Her future missions include working with Doctors Without Borders to bring health care to millions around the world who are most in need.

Established in 1969, the Luard Scholarship is a part of the English-Speaking Union’s commitment to promoting scholarship and the advancement of knowledge using English as a common global language. The scholarship is for junior students attending Howard University, Hampton University and United Negro College Fund member institutions.

### **Vanessa Rozier Celebrates Prestigious Pickering Fellowship**



Alumna Vanessa Rozier was named one of 20 Thomas R. Pickering Foreign Affairs Graduate Fellows, following a highly competitive nationwide contest including more than 300 applicants.

Funded by the United States Department of State, the Pickering Fellowship supports individuals interested in the areas of international affairs, politics, economics, science policy and administration management who are interested in careers in the U.S. Foreign Service. The overall goal is to attract students from diverse racial, ethnic and social backgrounds.

The fellowship is a dream come true for Rozier, who aspires to become a diplomat. She will receive support of up to \$50,000 annually towards tuition and mandatory fees, a living stipend and reimbursement for books and some travel, pending availability of funding. This fall, Rozier will begin graduate studies at the Johns Hopkins School of Advanced International Studies.

Rozier will work at the U.S. Department of State in Washington in the summer of 2011. The Department of State will then send her overseas to work in a U.S. Embassy to gain hands-on experience with foreign policy. Following completion of the program, Rozier must pass the Foreign Service examination, after which she will be eligible to work in the Foreign Service.



# HOWARD OF THE FUTURE: FACULTY

*Examining Engineering Education with Kimberly Jones*

Kimberly Jones, Ph.D., is an associate professor in the College of Architecture, Engineering and Computer Science. She served as chair of the undergraduate workgroup on the Presidential Commission on Academic Renewal (PCAR). In an interview, she shares her thoughts on women in engineering and her place in the “Howard of the Future.”

## **Q. What is your background?**

**A.** My background is in civil and environmental engineering. I graduated from Howard with a B.S. degree, from the University of Illinois with an M.S. degree and from Johns Hopkins University with a Ph.D. degree.

## **Q. What is your current position?**

**A.** Professor of civil engineering at Howard University.

## **Q. Why did you choose engineering?**

**A.** I've always enjoyed tinkering and building things. Instead of playing with dolls as a kid, I built extravagant buildings, complete with elevators for my dolls. Also, I really enjoy math and science and I wanted to find a way to integrate that into my career; engineering is the perfect choice.

## **Q. Is engineering still a “man’s world?”**

**A.** That depends on the concentration. Some areas (like chemical engineering) have traditionally had more women while others (like electrical engineering) have fewer women. But in general, women make up about 10 percent of the engineering workforce.

## **Q. What are the biggest challenges that you face?**

**A.** It is a challenge sometimes being an African American woman in engineering, only because I wish there were more women in the field.

## **Q. Why did you come to Howard?**

**A.** I returned to Howard after receiving my graduate degrees because I wanted to give back to my alma mater. I am passionate about increasing the numbers of women and underrepresented groups in engineering, and Howard is the perfect place to do this.

## **Q. What would you say are the strengths of our College of Engineering, Architecture and Computer Science (CEACS)?**

**A.** CEACS is increasingly multidisciplinary, embracing emerging fields such as nanotechnology, and integrating these fields into the classroom. Students are eager to learn and are motivated to do well in research and other hands-on experiences.

## **Q. Where do you see the College going?**

**A.** The College will have to continue to be progressive, training the next generation of engineers. Our students will have to learn how to be great communicators, leaders and creative thinkers in addition to the usual engineering skills that have always been taught.

## **Q. What are the pros and cons?**

**A.** The diverse student body, with a large percentage of international students, is a definite plus. Our diversity helps students to have a global perspective. On the minus side, the facilities are not adequate to teach students state-of-the-art engineering. We really need to raise funds to upgrade our facilities. The discipline changes so rapidly and our old facilities have not kept pace.

## **Q. Tell us about your research.**

**A.** Over the past five years, I have focused on interdisciplinary, collaborative research in the emerging research areas of nanotechnology and nanobiotechnology, while continuing to build my environmental engineering capabilities. I have worked to develop an effective research strategy to investigate innovative technologies involving nanotechnology, environmental engineering and membrane processes in an effort to solve some of the more pervasive problems facing our world.

## **Q. And your work with PCAR?**

**A.** I chaired the undergraduate work group. We were tasked with evaluating all 51 undergraduate programs and determining how to strategically position these programs to move Howard University forward in the 21st century. We visited every single program, interviewed faculty and learned a great deal about the dedicated faculty and talented students that we have at Howard. We have synthesized all of this information with a strategic plan to create the “Howard of the Future.”

## **Q. Where will Dr. Kimberly Jones be in 10 years?**

**A.** I, hopefully, will be a part of the “Howard of the Future!” But whether or not I am here, I plan to be building my research portfolio while educating the next generation of students. I strive to always stay on the cutting edge of my field, and I will still be learning something new every day.





## NAVY NAMES SHIP FOR RENOWNED HOWARD SURGEON AND BLOOD PIONEER

Pioneering Howard University surgeon and researcher Charles Drew was this year recognized by the United States Navy with the naming of a ship in his honor.

Secretary of the Navy, Donald Winter, announced in January that a 689-foot, 42,000-ton Lewis and Clark-class dry cargo/ammunition ship, T-AKE 10, would be named the *USNS Charles Drew* in honor of the physician and medical researcher whose pioneering work led to the discovery that blood could be separated into plasma. The ship was christened on March 27.

The model for blood and plasma storage developed by Drew in the 1930s and 1940s—separating the liquid red blood cells from the near solid plasma and freezing the two separately—has saved millions of lives over the years and is the same process used today by the Red Cross. Drew's system for the storing of blood plasma, the "blood bank," revolutionized the medical profession.

During World War II, Drew was named director of the blood bank for the National Research Council, collecting blood for the U.S. Army and Navy. He established the American Red Cross blood bank, of which he was the first director. Drew also organized the world's first blood bank drive, nicknamed "Blood for Britain."

In 1942, he returned to Washington, where he became head of the Department of Surgery at Howard University College of Medicine and chief surgeon at Freedmen's Hospital. The following year, he became the first African American surgeon to serve as an examiner on the American Board of Surgery.

A year later, he was elevated to Freedmen Hospital's chief of staff and medical director, a position he held until 1948.

Bernard Kapiloff, M.D., who graduated from the College of Medicine in 1945 and was an assistant fellow in surgery and surgical assistant under Drew, applauded the award.

"He's worthy of anything and everything this country can give him," said Kapiloff, 92, a retired plastic surgeon and Baltimore resident who also taught at the College of Medicine for more than 15 years. "It's amazing that his work on blood plasma was his Ph.D. thesis. He saved many lives, and he established the Department of Surgery, as far as I'm concerned."

While still at the College of Medicine, Drew was killed in an automobile accident in Alabama in 1950 on his way to a medical conference.

## MOORLAND-SPINGARN RESEARCH CENTER: PRESERVATION AS PRACTICE

### *A College of Arts and Sciences Symposium*

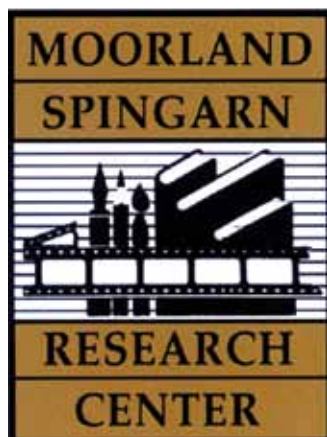
The significance of the Moorland-Spingarn Research Center (MSRC) and Howard's intellectual legacy in shaping the nation's future was the focus of a two-day January symposium sponsored by the College of Arts and Sciences.

This symposium sought to highlight the University's uniqueness as the central repository of intellectual production for the African Diaspora; affirm its commitment to its legacy and mission; and convene a national body of scholars, archivists and intellectuals to assess the history and meaning of the center, past and future.

The first day of the symposium was titled, "Howard University, The Moorland-Spingarn Collection, and the Preservation of Africana Memory: Intellectual Genealogies and Missions." It explored the collection's history and purpose, its holdings and acquisitions and its relation to other archives held by the University such as the Channing Pollock Collection, the African American Resource Center and the South African Archival and Research Project. The conference also explored the collection's role in supporting approaches to academic disciplines that are unique to Howard and its relationship to other research centers in the digital age.

The second day of the symposium, titled "Reinscribing Meaning: Howard University, Intellectual Memory, and 'Visions of a Liberated Future,'" considered MSRC in the context of intellectual academic renewal at Howard, identifying the University's uniqueness in (re)defining the humanities, fine arts, the social sciences, the natural sciences and graduate and professional education.

The Moorland-Spingarn Research Center is one of the world's largest and most comprehensive repositories for the documentation of the history and culture of people of African descent in the world. As one of Howard University's major research facilities, the center collects, preserves and makes available for research a wide range of resources chronicling the Black experience.



Currently, the collections include more than 175,000 bound volumes and tens of thousands of journals, periodicals and newspapers; more than 17,000 feet of manuscript and archival collections; nearly 1,000 audiotapes; hundreds of artifacts; and 100,000 prints, photographs, maps and other graphic items. The collections are used by scholars, museums, students

and other researchers from Howard University and throughout the world. Information provided by the MSRC is regularly used in exhibitions, video productions, news programming and a wide range of publications.



## SCHOOL OF COMMUNICATIONS GETS FINANCIAL BOOST

The School of Communications fundraising effort was boosted this year with a generous donation of \$175,000 from the Minority Media and Telecommunications Council (MMTC). The gift will help strengthen the School's initiatives, including the quest for a new building. The donation will go toward planning for construction of a state-of-the-art facility to meet the rising demands of the telecommunications industry.

"With significant donations from partners like MMTC, we are confident the School will continue to empower our students with knowledge of communications technology and policy, giving them a competitive edge throughout their careers," said Jannette L. Dates, dean of the School of Communications.

Founded in 1986, MMTC is the nation's leading advocate for multicultural diversity and inclusion in the media and telecommunications industries, which represent one-sixth of the national economy. MMTC has represented over 70 national organizations in FCC proceedings and has provided fellowships for 50 minority attorneys in telecommunications practice. It operates the only minority owned media brokerage in the nation and has effectuated the sale of \$1.7 billion in television and radio stations to minorities.

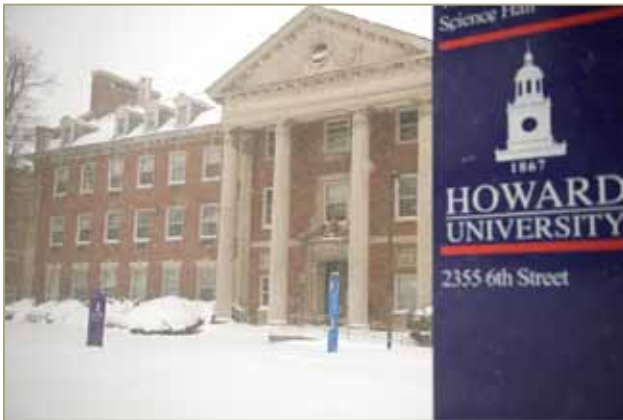
On January 22, MMTC's President (and former School of Communications professor) David Honig, Board Chairman Henry Rivera and Advisory Board Member Tyrone Brown joined with over 50 experts on broadband technology, journalism and social justice, including senior public officials, corporate leaders and civil rights veterans, in the MMTC Broadband and Social Justice Summit. In a series of roundtable conversations, participants addressed broadband literacy, education and civic engagement, broadcasting and journalism in the broadband world and closing the digital divide.

# OPERATION AND SUPPORT

## New HU Operations Begins

**O**peration and support focus on those processes necessary to produce and distribute products and services that are central to the institution's missions. Overall, the goal is to provide the highest quality of service to all stakeholders including students, staff and faculty.

Fiscal Year 2009-2010 was one of significant transition and progress in this area. To provide an increased focus on management, specific departments were collected into a new portfolio called HU Operations under the leadership of Troy Stovall, newly recruited vice president and chief operating officer. These units include: auxiliary enterprises, campus police, enrollment management (including admissions, registrar/records, Student Financial Services), Facilities and Capital Management (previously Administrative Services), Office of Institutional Effectiveness, Office of Talent Management (previously Human Capital Management) PeopleSoft System Support and Strategic Sourcing.



### SNOWMAGEDDON

In February, Washington, DC experienced one of its worst storms in decades, accumulating 20-25 inches of snow between February 6 and 7. By the end of the season, the area had recorded more than 55 inches. Staff and faculty across the University, led by HU Operations and other divisions including dining services, Residence Life, the students' health center, campus police and other units, worked continuously, sometimes over multiple shifts, to clear roads and sidewalks, maintain buildings, coordinate emergency, security and public relations efforts, prepare and deliver meals to students and provide necessary health services. The effort allowed the University to re-open very quickly. The University recognized those that made sacrifices as "Heroes of Snowmageddon, 2010."



### CAMPUS POLICE

The Howard University Police Department (HUPD) works to enhance the safety of students, faculty, staff and visitors through effective law enforcement and proactive crime prevention efforts. In Fiscal Year 2009-2010, reported crimes dropped 55 percent compared to the previous year. Additionally, the police completed the installation of Phase I of the Emergency Blue Light System and significantly enhanced the ALERT-HU, a mass notification system for the entire University community. Furthermore, HUPD worked with the Department of Residence Life and the HU Student Association to deliver crime prevention and response training to students.

## OPERATION AND SUPPORT *(continued)*



### **ENROLLMENT MANAGEMENT**

Enrollment Management recruits and sustains the student population that represents the institution's mission and guiding principles. Over 2,200 guests were hosted at the University's largest accepted student open house day on March 26. The Registrar implemented enrollment and degree verification services with the National Student Clearinghouse. This service provides instant online verifications of enrollment and degrees 24/7 resulting in greater cost and time savings, increased accuracy and improved fraud detection at no cost to the University. Student Financial Services implemented an Electronic Loan Management system to swiftly process all external loans, totaling almost \$18M per year.

### **FACILITIES AND CAPITAL MANAGEMENT**

The mission of Facilities and Capital Management (FCM) is to develop and maintain a fully functional physical environment. Consistent with this effort, FCM installed a new complete heating

system in Drew Hall in a third of the projected implementation time and carried out roof and window repair work in the Miner Building with an \$800,000 federal stimulus grant from the Department of the Interior. And, in concert with Earth Day (April 22), FCM coordinated a campus-wide beautification project that included planting trees, shrubs and flowers, picking up trash and cultivating green areas. Faculty, staff and students participated in the effort.

### **OFFICE OF INSTITUTIONAL EFFECTIVENESS**

The Office of Institutional Effectiveness (OIE) was created by the President to instill leading management principles, processes and systems. Consistent with this mission, OIE organized a grants management summit in February for stakeholders from each academic and administrative area to start the process of improving grants administration. In June, OIE organized the first of a series of enrollment management summits to support acute service delivery challenges. Out of each summit resulted action plans that will help promote the quality of service at Howard.



# COMMUNICATING FOR A NEW DECADE

Communicating Howard’s rich legacy, as well as its challenges, growth and triumphs in a new era, is a vital part of the institution’s successes. The Office of University Communications and Marketing is the unit charged with this responsibility—promoting Howard to the world and keeping its stakeholders, students, faculty, staff, alumni, prospective students, parents, legislators and donors current on campus activities and accomplishments. The office seeks to utilize all available medium to fulfill its objectives.



During the reporting period, the office launched an aggressive campaign to use social media channels to deliver timely and strategic messages to key stakeholders and the wider community. At the end of 2009-2010, the University had more than 2,500 followers on Twitter and 11,000 fans on Facebook. A YouTube channel features messages from President Sidney A. Ribeau, vignettes on the Presidential Commission on Academic Renewal, proceedings from several academic fora and videos from the February 2010 record-breaking snowstorms.

The office continues to publish the *Howard Magazine*, the University’s flagship marketing publication for external audiences, the *Capstone* for internal audiences and the *Check Up* newsletter, a quarterly publication, which showcased the work of Howard University Hospital and Health Sciences. The *Howard Magazine* and the *Check Up* both won the coveted APEX awards.

The work of our students, faculty and staff continue to garner positive publicity through the University’s targeted media relations efforts. The year began with a nationally televised MSNBC forum, “About Our Children,” and a press conference with Interior Secretary Ken Salazar’s campus visit to announce \$14.25 million in historic preservation grants for Historically Black Colleges and Universities. Throughout the year, visits from U.N. Ambassador Susan Rice as well as visits from administrators from the EPA and NASA attracted significant media attention.

Hundreds of press releases and media advisories were issued, which led to national stories on *CNN*, *CBS*, *ABC*, *C-SPAN*, *Voice of America* and *National Public Radio* as well as *The Washington Post*, *The New York Times*, *O Magazine*, *The Washington Times*,

*The Los Angeles Times*, *The Chronicle of Higher Education*, *Diverse Issues*, *Inside Higher Ed* and scores of regional and local publications including in the Black Press.

The News Room, another vital platform, features press releases, video and audio slideshows as well as other multimedia content. The daily e-blast, “What’s New at Howard,” is another essential tool for internal audiences.

During the 2009-2010 academic year, the University Communication team gave the President’s Web site a complete makeover. It now reflects information on new initiatives, speeches, letters, vision priorities and a new video feature, “A Conversation with President Ribeau,” produced in conjunction with Howard University Radio (WHUR 96.3 FM).

The faculty represents Howard’s brain trust and is critical to the University’s positioning as a major research institution. Faculty who served as content area experts included Kurt Schmoke (Law), Greg Carr (African American Studies), Ethelbert Miller (African American Studies), Greg Jenkins (Physics and Atmospheric Science), Lorenzo Morris (Political Science), Anita Nahal (Women’s Studies), Doris Corbett (Physical Education), Carolyn Byerly (Journalism), Barbara Hines (Journalism), Peggy Lewis (Journalism), Nenaji Jackson (Political Science), Vernon Morris (Political Science), Alvin Thornton (Political Science), and James Johnson (Engineering) and others.



# OVPRC: STRENGTHENING THE RESEARCH ENTERPRISE

## OVERVIEW

Howard University faculty continued to make a difference through their engagement in cutting-edge research in a variety of areas thereby upholding one of the critical academic pillars. During the reporting period, the Office of the Vice President for Research and Compliance (OVPRC) provided the community with the support needed to facilitate the development and implementation of funded research. The Office of Research Compliance within the OVPRC assured that regulatory requirements related to the responsible conduct of research were met. The Office of Sponsored Programs provides researchers with the assistance needed to manage sponsored projects including the pre- and post-award administration of grants and contracts.



In order to achieve effective outcomes, the university focused on building a sustainable service delivery system by modifying research and compliance policies and procedures, restructuring functions and pairing staff and implementing its development plan, which included an evaluation and training tool for research administrators. These measures have reduced the number of A-133 Audit findings and the number of customer complaints. The Office aims to increase involvement from the Faculty Research Advisory Committee (FRAC) and the Student Advisory Committee (SAC) to assist in developing process optimization, identify methods and resources for continued improvement in the conduct and funding of research.





## FINANCIAL YEAR 2009-2010

The Office completed the performance goals set for the first year of its five-year strategic plan and exceeded expectations in support of academic renewal and providing the foundation and support for interdisciplinary research across schools and colleges. Among the highlights, the Office has:

- Supported faculty to increase the total funds in the research portfolio to \$101,044,331;
- Provided matching funds to support faculty;
- Supported researchers with development of proposals, linking with partner institutions, agencies, foundations and industry (Partnerships with Harris Corporation and NGEN, UMBC, Georgetown University, Rutgers, NASA and NOAA);
- Began development of the Howard University North Campus at Beltsville (partnering with State of Maryland, County Executive, NASA and NOAA)—NASA \$380K in electrical upgrade and county executive \$1M grant proposal;
- Submitted two large scale grant proposals (\$30 million) for the development of the Howard University Interdisciplinary Computational Science/Engineering Research Center (ISERC);
- Supported infrastructure renovations (improved labs and upgraded technology);
- Supported graduate assistantships, travel and publication expenses;
- Published the inaugural issues of the OVPRC Annual Report and Research at the *Capstone Magazine*.

Overall, the OVPRC aimed to support four major goals outlined by the President of Howard University: 1) financial stability to include short-term, mid-term and long-term strategies and solutions; 2) leadership talent recruitment, retention, integration, leverage and deployment; 3) academic renewal to include program review and enhanced faculty human capital management, enrollment management and student support services; and 4) organizational effectiveness to include operational efficiencies, process reengineering, reorganization, customer service and students-first focus.

## RESEARCH HIGHLIGHTS

Following are some highlights of research activities during 2009-2010.

Thomas O. Obisesan, M.D., M.P.H.  
 College of Medicine, Howard University Hospital  
 Professor of Medicine, Adjunct Professor of Neurology  
 Research Area: Exercise and memory  
 Major project: Effects of Standardized Aerobic Exercise Training on Neurocognitive and Neurodegeneration  
 Funding source: National Institutes of Health  
 \$2 million per year from 2010 to 2011

Everette Joseph, Ph.D.  
 Director, Howard University's Beltsville Center for Climate System Observation  
 Department of Physics and Astronomy  
 Associate Professor  
 Research Area: Weather, climate and air quality  
 Major project: Beltsville Center for Climate System Observation  
 Funding source: National Aeronautics and Space Administration  
 \$1 million per year from 2008 to 2013

Marilyn Irving, Ed.D.  
 School of Education, Department of Curriculum and Instruction Professor  
 Research Area: Teacher Training  
 Major project: Ready to Teach  
 Funding source: U.S. Department of Education  
 \$402,000 per year from 2007 to 2012

Vernon R. Morris, Ph.D.  
 Director of the NOAA Center for Atmospheric Sciences  
 Department of Chemistry, Graduate Program in Atmospheric Sciences  
 Associate Professor  
 Research Area: How atmospheric particles originating in Africa affect weather, climate, air quality and ocean processes  
 Major project: AERosols and Ocean Science Expeditions  
 Funding sources: National Oceanic and Atmospheric Administration, National Aeronautics and Space Administration  
 \$270,000 per year from 2004 to 2011

James W. Mitchell, Ph.D.  
 Department of Chemical Engineering  
 David and Lucille Packard Professor of Material Science  
 Research Area: Nanomaterials for use in aerospace industries  
 Major project: Microwave plasma synthesis and characterization of nanocomposite silicon in high-temperature materials  
 Funding source: National Science Foundation \$200,000 per year from 2008 to 2014

EDWARD UNIVERSITY  
Learning & Research Laboratory



# FINANCIALS

## Fundraising in a Tough Economy

The Division of University Advancement was restructured and renamed the Division of Development and Alumni Relations in the last quarter of fiscal year 2009, to reflect the University's focus on alumni engagement and philanthropy. The Division's priorities now focus on four primary areas: *Regional Events, Philanthropy, Alumni Programs and Technology.*

Like other institutions, Howard was not immune from the national economic recession. Alumni, friends, corporate and foundation donors remained committed, however, demonstrated by more than \$13.1 million received in outright gifts, pledges and pledge payments to support student aid, faculty and research, programs, facilities, renovation and technology.

### ALUMNI ENGAGEMENT

During the fall 2009 and spring 2010, President Sidney Ribeau hosted more than 2,100 alumni during regional events held in Atlanta, Ga; New York, NY; Prince Georges County, Md, Miami, Fla and Los Angeles, Ca. At these events, President Ribeau shared his vision for Howard University and new campus initiatives. Alumni had the opportunity to become members of the Howard University Alumni Association and engage in a variety of other alumni involvement programs. Additionally, Enrollment Management, deans and other University leaders joined in recruitment sessions with potential students and their parents.

### BLACK HISTORY STUDIES PERMANENTLY ENDOWED

In March 2010, the John and Eula Cleveland Chair in Black History Studies was established with a \$1.2 million gift from the Estate of John and Eula Cleveland. The gift will provide critical support to the University's Afro-American Studies programs in perpetuity, so that future generations can explore and understand the context and dynamics of the African American experience. John and Eula Cleveland were longtime Washingtonians who were pioneers in championing the cause for Black workers in the nation's capital and nationally, to achieve respect and a better standard of living.

### TOP COLLEGE

The College of Medicine garnered the most support with nearly \$3 million from a variety of sources, particularly its alumni, allowing for significant advances in scholarships, facilities and clinical programs. In early 2010, Dr. Ellamae Simmons established the Ellamae Simmons, MD Endowed Chair in Asthma, Allergy and Immunology. Among the facilities benefiting from alumni support is the New Freedmen's clinic which opened in June 2009 as a free student-run facility. The Clinic opened with a \$30,000 start-up gift from the Association of American Medical Colleges, and \$10,000 from the College of Medicine. By January 2010, the clinic had received more than \$172,000 in gifts from alumni. The clinic also received \$25,000 from the Gilead Foundation in California for HIV/AIDS screening and outreach for a total of \$237,000 in the first year.

### PRIMING THE ENGINEERING PIPELINE

Gifts from the ExxonMobil/Harris Foundation and the National Science Foundation (NSF) funded two summer programs for middle and high school students at the College of Engineering, Architecture and Computer Science: The ExxonMobil/Harris Foundation Summer Science Camp for middle school students, and the NSF-funded Graduating Engineers In the U.S. (GENIUS) summer program for high school students. Together, these programs support the University's commitment to responding to critical, national concerns which include STEM workforce development, America's leadership at the intersection of science/technology and the global economy. The program's primary objectives are to increase and sustain the number, quality and diversity of students interested in science, technology, engineering and mathematics; and provide alternative paths to learning that both interest and encourage students to gain more knowledge about science, technology, engineering and mathematics.

# FINANCIAL OVERVIEW – HOWARD UNIVERSITY AND HOSPITAL

## FY2010 FINANCIAL RESULTS

Howard University made significant progress during FY2010 toward long-term financial sustainability. Howard achieved a \$4 million positive operating result, a major improvement after operating losses of \$49 and \$36 million in the two years prior. The improvement was achieved through fewer staff positions, lower costs of outside services, and three percent higher revenues. In addition, Howard's total net assets remained relatively stable at \$474 million on June 30, 2010. This is in marked contrast to the prior two years, when assets had been driven down in part by operating losses but in much larger part by the effect of the global financial downturn on investments and retirement obligations. Recent financial market declines had reduced the value of Howard's endowment, and created a significant obligation to fund pension and retiree health benefits. During FY2010 the net values of Howard's endowment increased by \$42 million, but these gains were more than offset by a \$60 million increase in retirement obligations.

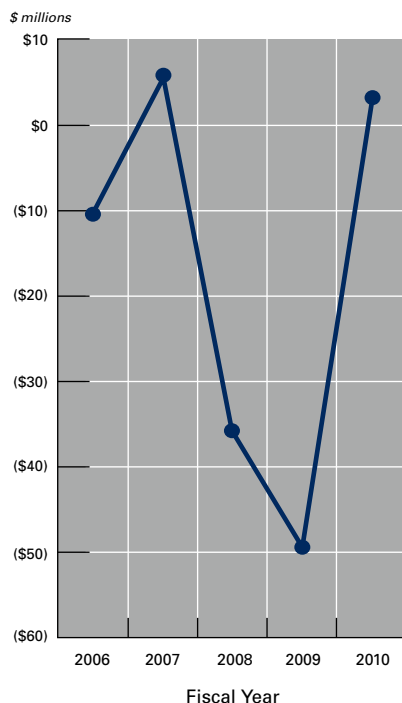
Howard's *operating revenues* have grown at an average annual rate of three percent in recent years, attributable to steady demand for its academic and health services. Academic Services revenue was also slightly higher than in FY2010 reflecting an increase in admissions

at the Hospital, and after devoting nearly \$33 million of service value to charity care. Public Support also increased, reflected in higher donor gifts and endowment transfers. Howard's Federal appropriation has remained constant at \$235 million over several years. Cash flow from operations was also positive in FY2010 and used to settle old payables and fund renovation projects.

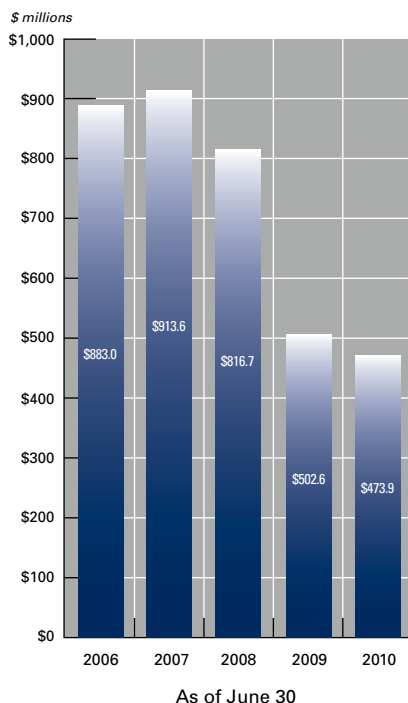
As of June 30, 2010 Howard had some \$880 million of investments under management (with the designated endowment accounting for \$400 million of that amount). Investments are managed in a diversified portfolio matched with the cash needs of the institution. Such investments supported scholarships and charity health care aggregating to \$90 million in FY2010.

Howard's endowment increased by \$35 million over the FY2010. This growth was primarily driven by investment returns of 12 percent, as total new endowment contributions of \$8 million were more than offset by \$15 million of assets made available to support student financial aid. The market value of the pension fund was \$411 million, and earned returns during FY2010 of 11 percent. Howard's pension plan was frozen as of June 30, 2010, and its retirement savings plan enhanced.

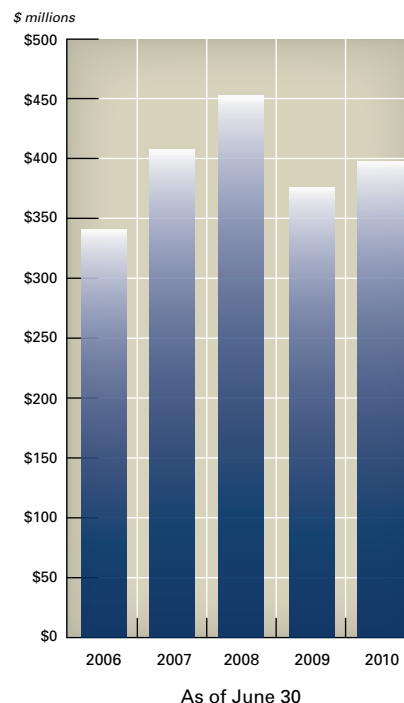
### OPERATING RESULTS



### TOTAL NET ASSETS



### ENDOWMENT INVESTMENTS



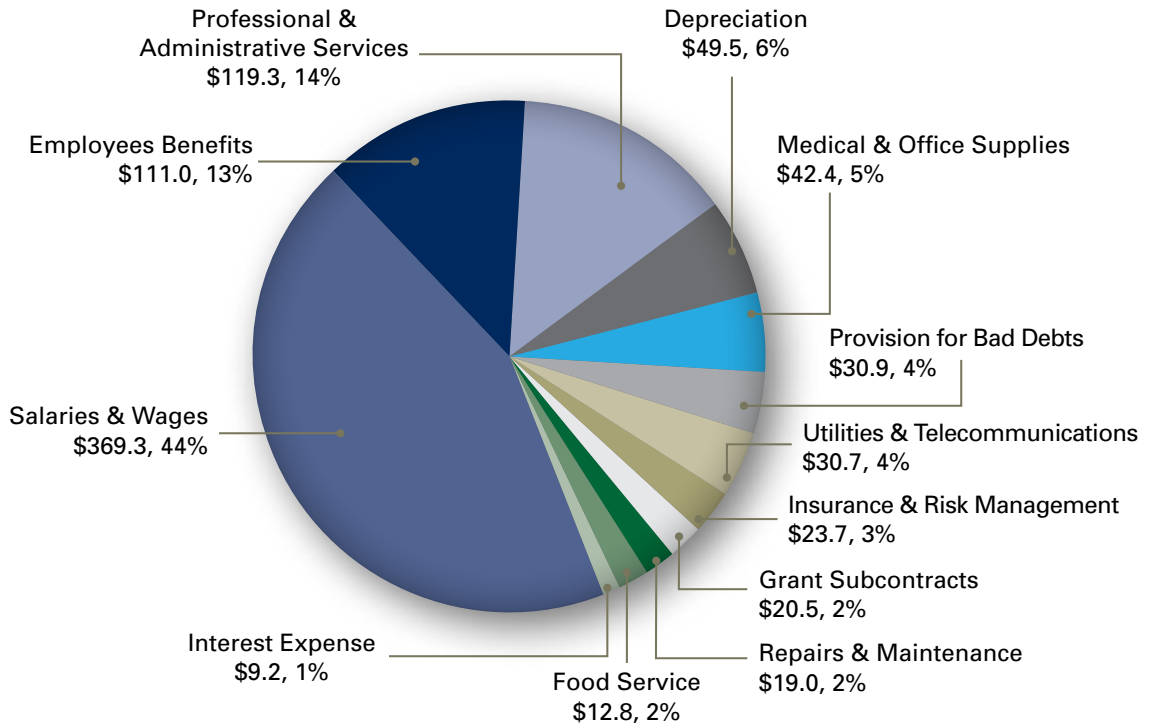
## FIVE YEAR STATEMENTS OF ACTIVITIES

THOUSANDS OF DOLLARS	Fiscal Year				
	2006	2007	2008	2009	2010
<b>Students Enrolled (Fall Headcount)</b>	10,930	10,745	10,586	10,733	10,537
<b>Patients Served</b>	201,042	209,730	226,769	258,229	282,944
<b>Operating Revenues:</b>					
Unrestricted Operating Revenues:					
Academic Services:					
Tuition and Fees, net	\$107,016	\$113,661	\$117,314	\$134,188	\$130,139
Grants and Contracts	66,867	64,706	64,434	60,297	61,192
Auxiliary Services	52,333	55,088	62,169	56,934	62,151
Health Services:					
Patient Service – Hospital	203,523	232,108	235,467	263,720	270,708
Patient Service – Faculty	31,835	39,066	33,787	30,064	30,268
Patient Service – Dental Clinic	1,397	1,390	1,342	1,687	1,935
Public Support:					
Federal Appropriation	234,216	233,866	230,801	231,081	231,411
Contributions & Investment Return	20,860	13,912	15,044	14,887	19,161
Designated for Current Operations					
Net Assets Released from Restrictions and Other Income	30,452	28,728	28,981	19,653	30,747
<b>Total Unrestricted Operating Revenue</b>	<b>748,499</b>	<b>782,525</b>	<b>789,339</b>	<b>812,511</b>	<b>837,712</b>
<b>Total Temporarily Restricted Operating Revenue</b>	<b>(11,069)</b>	<b>(575)</b>	<b>1,641</b>	<b>4,771</b>	<b>1,748</b>
<b>Total Permanently Restricted Operating Revenue</b>	<b>2,421</b>	<b>5,805</b>	<b>3,857</b>	<b>3,050</b>	<b>3,087</b>
<b>Total Operating Revenues</b>	<b>739,851</b>	<b>787,755</b>	<b>794,837</b>	<b>820,332</b>	<b>842,547</b>
<b>Operating Expenses:</b>					
Instruction	186,475	199,096	208,301	223,662	215,595
Patient Care	226,764	272,966	284,732	289,578	300,025
Research	35,704	37,852	37,815	31,641	33,796
Academic Services:					
Public Service	10,497	12,334	11,873	9,859	8,108
Academic Support	34,774	34,680	36,396	39,117	32,894
Student Services	24,135	25,488	27,951	25,326	22,017
Auxiliary Enterprises	72,826	71,204	71,567	68,465	65,750
Institutional Support	159,401	127,872	152,593	181,939	160,107
<b>Total Operating Expenses</b>	<b>750,576</b>	<b>781,492</b>	<b>831,228</b>	<b>869,587</b>	<b>838,292</b>
<b>Excess of Operating Revenues Over (Under) Expenses</b>	<b>(10,725)</b>	<b>6,263</b>	<b>(36,391)</b>	<b>(49,255)</b>	<b>4,255</b>
<b>Non-Operating Activities:</b>					
Investment Income/ (Loss) in Excess of Amount Designated for Current Operations	27,215	75,198	(35,390)	(99,602)	32,289
Restructuring costs	-	-	-	(22,649)	(3,025)
Change in Funded Status of Defined Benefit Pension Plan	-	-	(30,457)	(124,964)	(53,786)
Change in Obligation for Post-Retirement Benefit Plans	-	-	7,743	(27,388)	(5,716)
Cumulative Effect of Change in Accounting Principle	(6,719)	(49,458)	-	-	-
Other Items, net	(1,190)	(1,424)	(2,327)	9,707	(2,681)
<b>Total Non-Operating Activities</b>	<b>19,306</b>	<b>24,316</b>	<b>(60,431)</b>	<b>(264,896)</b>	<b>(32,919)</b>
<b>Change in Net Assets:</b>					
Unrestricted	10,890	(11,315)	(82,916)	(272,356)	(50,043)
Temporarily Restricted	(4,286)	30,930	(15,842)	(39,957)	15,269
Permanently Restricted	1,977	10,964	1,936	(1,838)	6,110
<b>Total Change in Net Assets</b>	<b>\$8,581</b>	<b>\$30,579</b>	<b>(\$96,822)</b>	<b>(\$314,151)</b>	<b>(\$28,664)</b>
<b>Total Net Assets, beginning of year</b>	<b>\$874,398</b>	<b>\$882,979</b>	<b>\$913,558</b>	<b>\$816,736</b>	<b>\$502,585</b>
<b>Total Net Assets, end of year</b>	<b>\$882,979</b>	<b>\$913,558</b>	<b>\$816,736</b>	<b>\$502,585</b>	<b>\$473,921</b>

The improvement in *operating performance* in FY2010 was the result of disciplined management of administrative costs – down \$40 million from a year ago. Howard has committed to more effective, efficient and accountable management, using automation and improved business processes to enhance service delivery while containing costs. During FY2011, Howard leadership is focusing accountabilities and developing goals and metrics centered on four strategic themes – academic/clinical quality, research expansion, financial sustainability, and service effectiveness.

# FINANCIAL OVERVIEW – HOWARD UNIVERSITY AND HOSPITAL *(continued)*

**FY2010 EXPENDITURES BY TYPE** (\$ millions)



Particularly critical to the turnaround in operating performance was management discipline around employment costs, which account for 57 percent of Howard’s operating expenses. In June of 2009, the University implemented a voluntary retirement incentive plan, which resulted in about 340 staff departures. In June 2010, the Hospital did the same, with over 70 staff opting the program. In addition, during FY2010 and 2011, management is focusing on reducing the cost of outside services by implementing internal expert service models.

Howard is also focusing on broadening its base of support. Historically the largest revenue source has been an appropriation from the federal government, which has been stable since FY2003 and is expected to remain so – a considerable vote of confidence in Howard given the pressures on the federal budget. Earnings from health services has been increasing in recent years, and now provides

over a third of Howard’s revenues – a combination of hospital, medical and dental care. Tuition, fees and auxiliary services have also been increasing, as Howard has implemented a strategy to bring its rates for tuition, room and board closer to market while maintaining enrollment. Net tuition revenue dropped slightly in FY2010, as Howard increased its need-based aid in light of rate increases and the national economy.

Howard’s *credit* is rated A3 with a stable outlook by Moody’s Investors Service, based on consistent support from the federal government; a traditionally strong market position, with a unique role in the education of African-American students; and improved operating performance during FY2010. Standard & Poor’s rates Howard’s debt at A+, with a negative outlook. As of June 30, 2010, Howard had \$222 million of debt outstanding, and net unfunded obligations to retirees of \$317 million.



## FINANCIAL MANAGEMENT AND ADMINISTRATIVE OPERATIONS



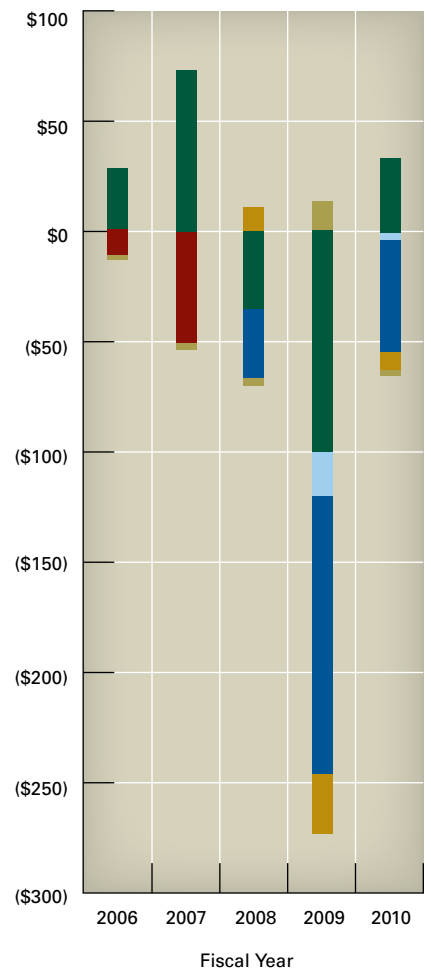
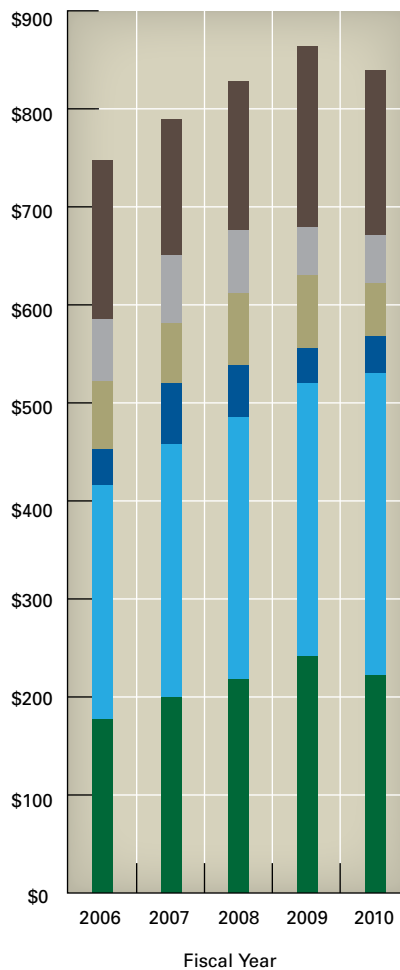
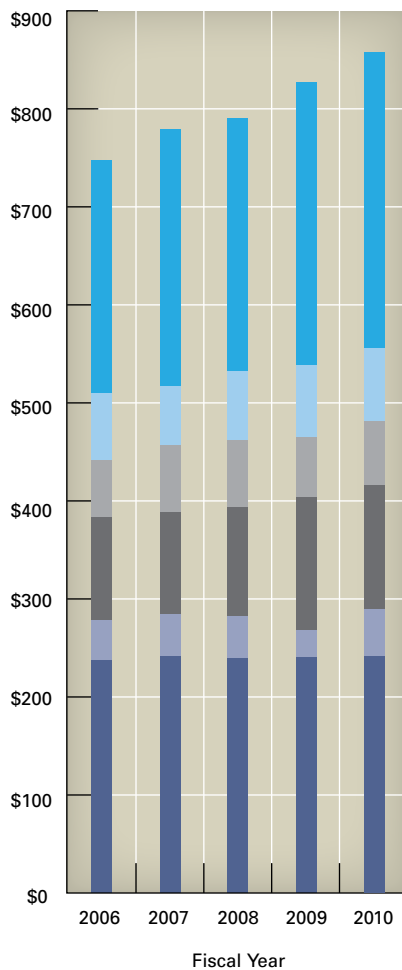
Howard has embarked on a program to upgrade and modernize its financial management and administrative operations. The goal is to develop and provide sophisticated financial and administrative services to all stakeholders – lenders, contributors, volunteers, patients, students, parents, faculty, physicians and staff. A new Operations Committee comprised of key leaders has been formed to deliver on that objective. The approach is to manage Howard as an integrated enterprise, capitalizing on efficiency and effectiveness opportunities by avoiding duplication, automating currently manual processes, reducing paper documentation, eliminating service glitches and empowering stakeholders. Overall, the University continues to make great strides toward a leaner, more efficient enterprise in keeping with the demands of the time and its commitment to a sustainable future, defined by excellence in all its activities.

### REVENUE

### EXPENSES

### NON-OPERATING

\$ millions

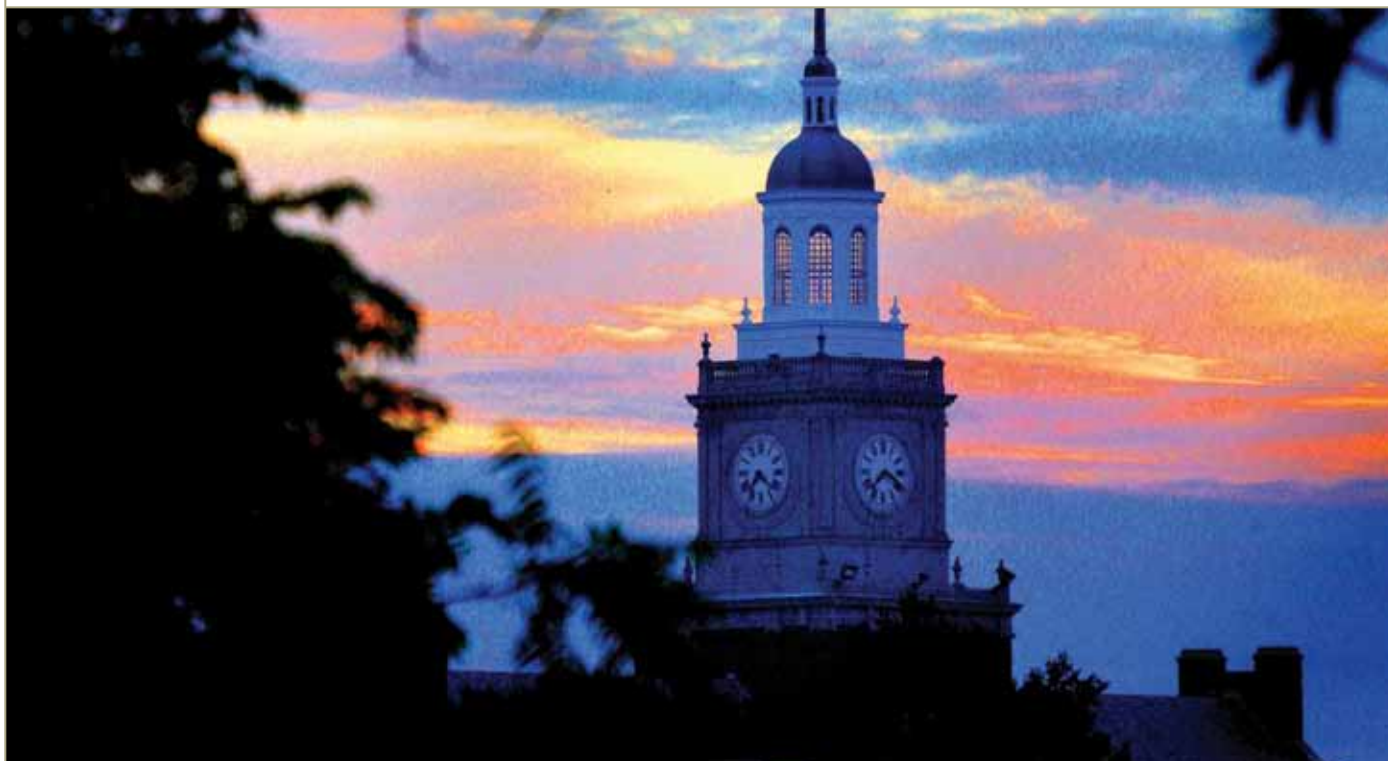


■ Federal Appropriation    ■ Auxiliary Services  
■ Other Public Support    ■ Grants  
■ Tuition and Fees    ■ Patient Service

■ Instruction    ■ Academic Services  
■ Patient Care    ■ Auxiliary Enterprises  
■ Research    ■ Institutional Support

■ Net Investment Income    ■ Retiree Health  
■ Restructuring Costs    ■ Change in Accounting  
■ Pension Plan    ■ Other Items

# ADMINISTRATION



**SIDNEY A. RIBEAU, PH.D.**

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