



ANNUAL REPORT | 2010-2011
Fiscal Year Ended June 30, 2011



PLAN
IMPLEMENT
GROW







HOWARD
UNIVERSITY

In Truth and Service

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

Dear Friends:



Since its founding in 1867, Howard University has profoundly helped to shape the United States and the world through its intellectual prowess, human and civil rights advocacy, and legacy of excellence, leadership and service. A unique and irreplaceable national treasure, Howard is a place where new knowledge is created and leaders are produced. It is difficult for me to imagine a world without Howard University.

As our illustrious alumnus and mayor of Atlanta, the

Honorable M. Kasim Reed, said: “If Howard University did not exist—you would have to create it.” Howard’s contributions are unparalleled and her alumni are game changers.

Our charge today is to ensure that Howard continues to provide leadership for America and the global community despite the current economic environment and changes in the educational landscape. Howard, like so many other institutions, is making the tough and courageous decisions necessary to maintain our academic excellence, financial viability and future prosperity.

Resilient and driven by its vision, the University has aggressively pursued initiatives to maximize efficiencies and innovation. The Board’s January 2011 approval of President Ribeau’s Academic Renewal recommendations, which realign the academic portfolio with our resources, helps to secure the University’s competitive position in American higher education. Howard University will continue to deliver on its mission and fulfill the aspirations of our founders.

This year’s Annual Report shares the University’s progress over the past 12 months and highlights the efforts undertaken to enhance and advance Howard’s legacy of excellence. I have no doubt that this is a journey well worth taking.

Sincerely,
Addison Barry Rand
Chairman

Dear Friends:



Another year has passed in which this community has demonstrated its resilience and its commitment to Howard University. During this year, we have sought to structure our efforts on renewal and rebuilding more closely—guided by a desire to remain a vibrant academy led by a community of thinkers—a comprehensive metropolitan research university with increased excellence in teaching and learning, an expanded international footprint

and an enhanced role in public service.

This report provides tangible evidence of the progress we are making. As you may know, Academic Program Renewal—with its university-wide involvement—is the centerpiece of our efforts to realize competitive programs. We have started to implement the academic plans approved by the Board of Trustees this year and we are moving forward in exciting ways. There is great vibrancy among our students, faculty and staff as is demonstrated by their involvement in research, teaching and service, nationally and internationally.

Other efforts are a part of that larger story. Faculty Renewal, Administrative/Staff Renewal and Facilities Renewal are underway helping to direct resources into strategic program areas and to guarantee that the enhancements we are making meet 21st century demands. All of these efforts support our desire to provide the best possible learning environment for our students. We believe in “Students First” and are committed to making sure students are our priority.

Overall, our Renewal Plans will continue the University’s historic mission of enriching student learning opportunities, strengthening graduate and professional programs, advancing research initiatives and sustaining, deepening and expanding the Howard legacy.

Sincerely,
Sidney A. Ribeau, Ph.D.
President

AWARD



THE YEAR IN REVIEW

(JULY 1, 2010 TO JUNE 30, 2011)

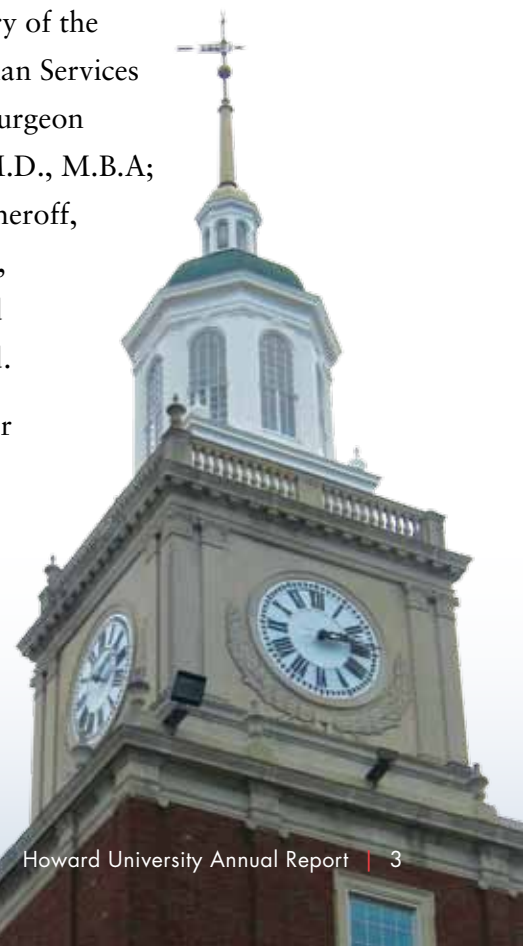


The year just past was defined by significant activities and accomplishments on many fronts at Howard University. Located in the nation's capital, the University offers a dynamic learning environment for its

more than 11,000 undergraduate, graduate and professional students. During the year, several of these students gained nationally recognized scholarships and fellowships, and otherwise signaled their intentions to become leaders on the world scene. Additionally, a significant number of students travelled abroad to participate in academic or service-learning programs, thereby advancing the University's goals to expand its international footprints. Others reaffirmed the commitment to service by participating in Alternative Spring Break and other voluntary efforts. The faculty too, reflected the quest for excellence through outstanding service and research efforts.

Many national and international leaders also visited. Among the visitors this year were: President Barack Obama, who paid an unofficial visit to the University in November to see a basketball game between the Howard Bison and the Oregon State Beavers, coached by his brother-in-law, Craig Robinson; First Lady Michelle Obama; Education Secretary Arne Duncan; Secretary of the Department of Health and Human Services (HHS) Kathleen Sebelius; U.S. Surgeon General Regina M. Benjamin, M.D., M.B.A.; Nobel Laureate, Douglas D. Osheroff, Ph.D; renowned neurosurgeon, Benjamin Carson Jr. M.D.; and Mayor of Atlanta, Kasim Reed.

By many indicators, it was a year of growth and transformation at the University. The Year in Review offers a snapshot of some of the many newsworthy events during this period.



THE YEAR IN REVIEW *(continued)*



JULY

Howard University Hosted FEMA Emergency Management Training

Representatives of several colleges and universities in the Washington Metropolitan Area convened at Howard University, July 16, for a three-day emergency management training offered by the Department of Homeland Security's Federal Emergency Management Agency (FEMA).

Designed for higher education, the training covered a range of hazards and best practices in responses to fires, explosions, inclement weather and man-made hazards. Participants gained greater insight into planning strategies to protect lives and property and operate more effectively within the context of comprehensive emergency management. Participants came from Howard University, George Washington University, Georgetown University, University of the District of Columbia, Gallaudet University and Prince George's Community College.

FEMA provided the training free of charge to institutions that were able to act as hosts. The Howard University Police Department and the Emergency Management Team collaborated to offset the cost of hosting the event. The planning committee also received in-kind donations from other university departments.

AUGUST

Best in the Northeast

Howard University was ranked one of the best colleges in the Northeast by the Princeton Review. Howard was one of 218 institutions recommended in the publication's "Best in the Northeast" section of its website, www.PrincetonReview.com, on Aug. 2. The Princeton Review is headquartered in Framingham, MA with editorial offices in New York City and test preparation locations across the country and abroad. It is not affiliated with Princeton University and it is not a magazine.

ABC News on Campus Program

The American Broadcasting Company (ABC) announced Howard's addition as a college bureau in its *News on Campus* program. The program, now in its third year, helps to guide student journalists and provide opportunities for them to report on stories in their area.

Future Scientists, Engineers, and Mathematicians

The thrust to increase the number of African Americans in science, technology, engineering and mathematics (STEM) was boosted for a second year with the hosting of 30 high school students at the annual Howard University Minority Science and Engineering Improvement Program summer camp. Engineering professor Emmanuel Glakpe, Ph.D., hosted the camp.

For the duration of the program, high school juniors from across the country engaged in research activities, toured research facilities and participated in symposia and seminars designed to expand their knowledge of current technology in science, engineering and communications.

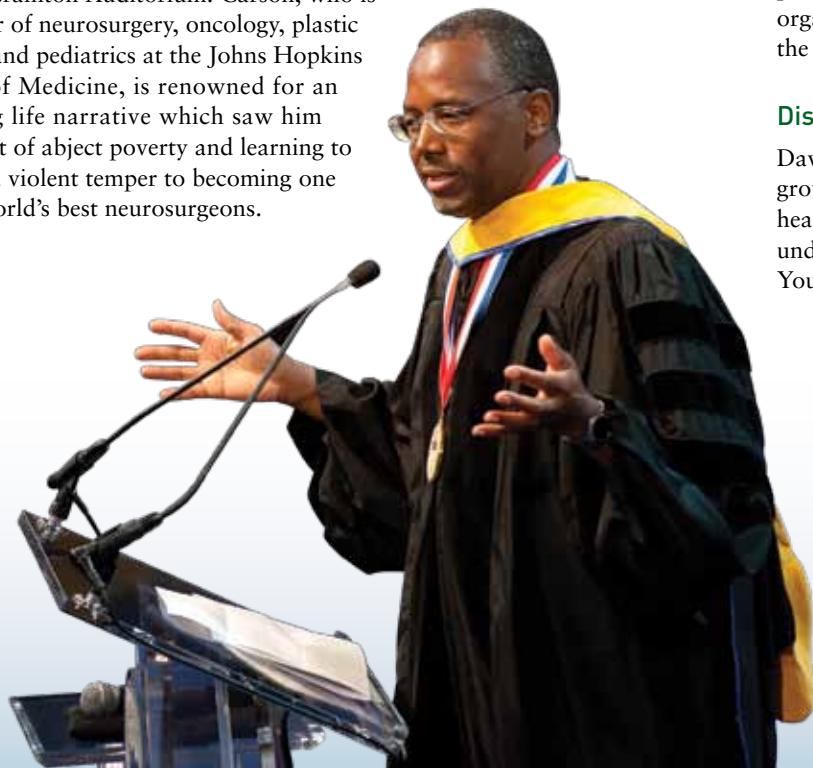
SEPTEMBER

Initiative on Democracy, Markets, Communication and Technology

The Initiative on Democracy, Markets, Communication and Technology hosted a research mixer Sept. 30 in the Founders Library Browsing Room. The event serves as a networking platform for researchers and scholars interested in collaborating on interdisciplinary health-related research projects. The role of the Initiative is to facilitate the study of complex national and global issues. Using a distinctly interdisciplinary approach, the initiative specifically focuses on underserved and underrepresented communities. Sponsored by the Carnegie Corporation of New York, the event aimed to extend the symposium, “The Health Discussion: People, Environment and Policy,” held at Howard University in April 2010.

Renowned Surgeon Addressed 143rd Convocation

Pioneering neurosurgeon, 2008 Presidential Medal of Freedom awardee, bestselling author and motivational speaker, Benjamin S. Carson Sr., M.D., was the keynote speaker at the 143rd Convocation held in Cramton Auditorium. Carson, who is professor of neurosurgery, oncology, plastic surgery and pediatrics at the Johns Hopkins School of Medicine, is renowned for an inspiring life narrative which saw him rising out of abject poverty and learning to control a violent temper to becoming one of the world's best neurosurgeons.



Battling Sickle Cell

Howard University partnered with five metropolitan area organizations—Children’s National Medical Center; Georgetown University Hospital; National Institutes of Health; Faces of our Children, Inc. and the Sickle Cell Association of the National Capital Area, Inc.—to host the Fourth Annual Stomp Out Sickle Cell 5K Walk/Run at Freedom Plaza. Sponsored, in part, by the Howard University Sickle Cell Center, the annual walk raises funds and awareness for sickle cell anemia, a painful, life-threatening disease that primarily affects African Americans. More than 600 people turned out for this year’s event—twice as many as last year. Organizers said they raised nearly \$10,000.

HUSA Joined TransAfrica Forum

The Howard University Student Association (HUSA) became the first student association to join TransAfrica Forum, the leading advocacy organization for Africa and the African Diaspora, during an inauguration ceremony.

TransAfrica president, Nicole Lee, Esq., was the special guest. The public policy organization, based in Washington, is the largest and oldest organization focused on changing U.S. foreign policy toward Africa and the African Diaspora.

Discussions Held on Suicide, Depression and Concussions

David Satcher, M.D., the 16th Surgeon General of the United States, led a group of medical experts and athletes from the NFL and WNBA in a free health forum in Armour J. Blackburn University Center. The forum was held under the theme “NFL Community Huddle: Taking a Goal Line Stand for Your Mind & Body.”

THE YEAR IN REVIEW *(continued)*



SEPTEMBER

Faith in the Workplace

Award-winning journalist Roland S. Martin was the keynote speaker at the Andrew Rankin Memorial Chapel. Martin spoke on the addressed theme, “Faith in the Workplace: How Faith and Ethics Impact Professional Responsibility in Media.”

The discussion was part of an ongoing series addressing how faith and ethics inform, inspire, impact and challenge professional choice and responsibility in all fields of study and professional practice. It was sponsored by the Spiritual and Ethical Dimensions of Leadership Initiative of Rankin Chapel and the School of Communications.

OCTOBER

School of Business Marked 40 Years

The School of Business celebrated its 40th anniversary with an awards dinner at the JW Marriott Hotel in Washington, D.C., Oct. 7. The event was held under the theme “Embracing Excellence – Preparing today’s students to be leaders in the Global Community.” The School or select programs are consistently ranked well by *U.S. News & World Report*, *The Wall Street Journal*, *The Princeton Review*, *Fortune Small Business*, *Business Week* and *Black Enterprise*.

Surgeon General Anchored Divinity Convocation

U.S. Surgeon General Regina M. Benjamin, M.D., M.B.A. was the keynote speaker at the School of Divinity’s 94th Annual Convocation held under the theme “Faith and (W)Holistic Health: At the Crossroads.” Joining Benjamin at the two-day event were the Rev. Suzan Johnson Cook, Ph.D., bestselling author; the Rev. Howard-John Wesley, pastor of Alfred Street Baptist Church, Alexandria, Va.; and award-winning gospel singer, Byron Cage.

Google’s Gift

Google Inc. made an unrestricted gift of \$100,000 to Howard University School of Law in support of Professor Andrew I. Gavil’s antitrust research and scholarship. Among other projects, the gift will support his current work on The Evolving “Market” for Private Antitrust Litigation in the United States. Professor Gavil has written, lectured, and commented extensively in the U.S. and abroad on various aspects of antitrust law, jurisdiction and procedure, and recently served as Visiting Professor at the Centre for Competition Policy at the University of East Anglia.

Google also made a donation of \$250,000 to the Howard Middle School of Mathematics and Science (MS)². The grant, through the Tides Foundation, will offset the cost for completing a state-of-the-art computer-automated design and manufacturing lab.

Symposium Held on the Future of the U.S. Economy

Howard University's Department of Economics brought together a cross-section of organizations to discuss job creation strategies in the United States, said to be facing the greatest crisis since the Great Depression. At the conference, experts opined that a fundamental restructuring of the economy was essential to overcoming the crisis and reverse the long-term failure to generate jobs. The conference was sponsored by the Department of Economics, the Chicago Political Economy Group, the National Jobs for All Coalition, the Center for Full Employment and Price Stability, the Center for Economic and Policy Research, the Center for Tax and Budget Accountability, and the U.S. Solidarity Economics Network.

NOVEMBER

The President and First Family Visited

United States President Barack Obama and his family visited Howard University Burr Gymnasium, to watch the Bison take on the Beavers, the Oregon University team which is coached by Craig Robinson, Obama's brother-in-law.

The Obamas arrived to an enthusiastic crowd at Howard. President Obama, the first lady, daughters Sasha and Malia, and Marian Robinson sat next to Craig Robinson's wife behind the Oregon State bench. The first daughters wore orange in a show of support for the Oregon State Beavers. Education Secretary Arne Duncan accompanied the Obamas. The Beavers won the game 84-74.

Alumna Elected California Attorney General

Kamala Harris, J.D., (B.A. '86) was elected attorney general of California on Nov. 23, making her the first woman to ever hold that position.

Harris was born in Oakland, Ca., to a Jamaican father and Indian mother and raised in Berkeley. Her parents, both professors, were involved in the Civil Rights Movement and instilled in her a commitment to justice and public service.

The University awarded her the Outstanding Alumni Award for her extraordinary work in fields of law and public service in 2006. She received a Juris Doctor from University of California, Hastings College of the Law in 1989.

Nobel Laureate Lectured on Advances in Science

Douglas D. Osheroff, Ph.D., a 1996 Physics Nobel Prize Laureate, shared his knowledge on "How Advances in Science Are Made," at the 2010 Nobel Laureate Colloquium.

Among other topics, Osheroff spoke on how discoveries in science occur as well as research strategies that can substantially increase the chances that one will make such a discovery. The colloquium was sponsored by the Howard University Department of Physics and Astronomy.





THE YEAR IN REVIEW *(continued)*

NOVEMBER

Thompson Lecture-Colloquium

Linda Darling-Hammond, Ph.D., the Charles Ducommun Professor of Education at Stanford University, delivered the 30th Annual Charles Thompson Lecture.

In addition to being a member of the National Academy of Education and a past president of the American Educational Research Association (AERA), Darling-Hammond served as education policy advisor to then-Senator Barack Obama during his presidential campaign.

The Charles Thompson Lecture-Colloquium is held annually by the Howard University School of Education (HUSOE) and *The Journal of Negro Education (JNE)*. The research organ of the HUSOE, the *JNE* has been in continuous publication as a refereed scholarly journal for more than 75 years. It was founded by Charles Thompson.



DECEMBER

International Conference on HIV Stigma

Healthcare representatives, activists and religious leaders from around the globe marked World AIDS Day with a one-day conference on the stigma associated with HIV/AIDS. Persons infected with the virus as well as experts discussed strategies to eliminate the stigma associated with the disease. Howard University Hospital, Howard University Health Sciences, and the Coalition to Eliminate AIDS-related Stigma were the sponsors of the event.

JANUARY

First Lady, Michelle Obama, Visited

First Lady Michelle Obama visited Howard University on Jan. 19 to promote the importance of young Americans engaging people around the world. Madame Chen Naiqing, the wife of China's ambassador to the U.S., accompanied the First Lady.

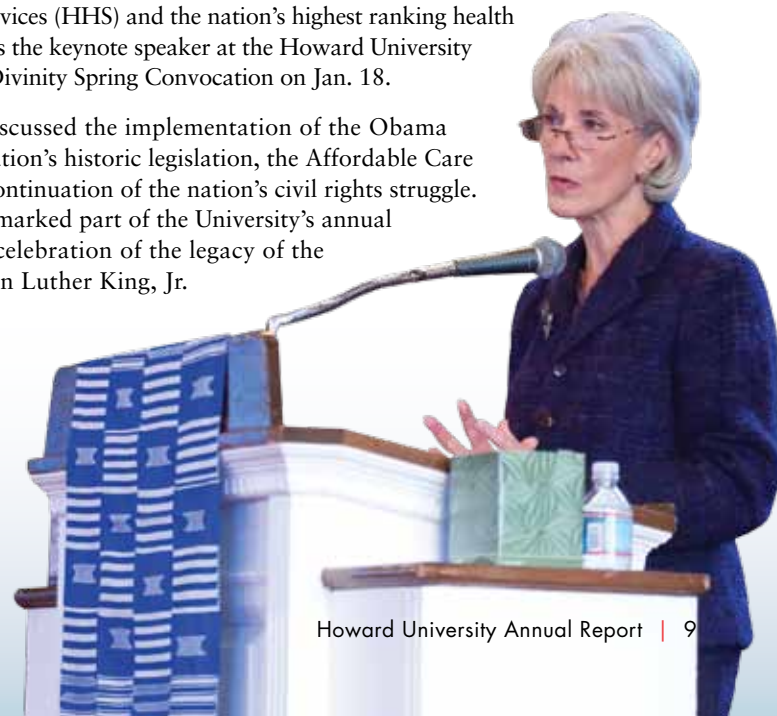
Supporting President Obama's "100,000 Strong" initiative, the First Lady spoke prior to an assembled student panel to discuss the benefits of studying abroad. Panelists shared insights from their studies in China and encouraged the audience of students to study internationally.

The initiative seeks to prepare the next generation of American experts on China who will be charged with managing growing political, economic and cultural ties between the two countries.

HHS Secretary Attended Divinity Convocation

Kathleen Sebelius, Secretary of the Department of Health and Human Services (HHS) and the nation's highest ranking health official, was the keynote speaker at the Howard University School of Divinity Spring Convocation on Jan. 18.

Sebelius discussed the implementation of the Obama Administration's historic legislation, the Affordable Care Act, as a continuation of the nation's civil rights struggle. The event marked part of the University's annual weeklong celebration of the legacy of the Rev. Martin Luther King, Jr.



THE YEAR IN REVIEW *(continued)*



JANUARY

Creating Global Citizens

Howard University was named one of seven institutions nationwide to participate in a new project, “Creating Global Citizens: Exploring Internationalization at HBCUs,” by the American Council on Education (ACE). As part of the project, Howard will develop a strategic plan to advance its internationalization efforts. “Creating Global Citizens” is funded by a U.S. Department of Education, International Studies and Research Grant award (\$357,976) with an ACE match of 35 percent (\$191,479).

GM Foundation and PACE Award Grant

The General Motors Foundation (GM) and the Partners for the Advancement of Collaborative Engineering Educations (PACE) awarded Howard a grant of \$88,700. Howard alumnus and GM Vice President of Global Design, Ed Welburn, B.A. '72 presented the grant in January. The grant supports the continuation of the Corporate Team Adoption Program, in which GM engineers, designers and representatives from other areas of the company mentor and guide student teams with special projects, jobsite tours and identify professional opportunities.

FEBRUARY

Leadership Conversations Featured Nation's Top CEOs and Executives

The Gwendolyn S. and Colbert I. King Endowed Chair in Public Policy, which was established by government and business leader Gwendolyn King, B.A. '62 and her husband, Pulitzer Prize-winning columnist Colbert King, B.A. '61, was the sponsor of a series of discussions under the theme, “Conversations on Leadership” held in February.

Richard Parsons, chairman of Citigroup and former chairman and CEO of Time Warner, organized the series and recruited the speakers.

The speakers included: Parsons; Kenneth Chenault, chairman and CEO of American Express; Ursula Burns, chairwoman and CEO of Xerox; and distinguished attorney Vernon E. Jordan Jr., J.D. '60 senior managing director of Lazard Frères & Co. LLC and Howard Board Trustee.

During the Wednesday sessions, students and University members discussed theories of leadership, the skills and traits associated with great leaders and a frame of reference for analyzing and evaluating the effectiveness of various leaders' actions in differing contexts.

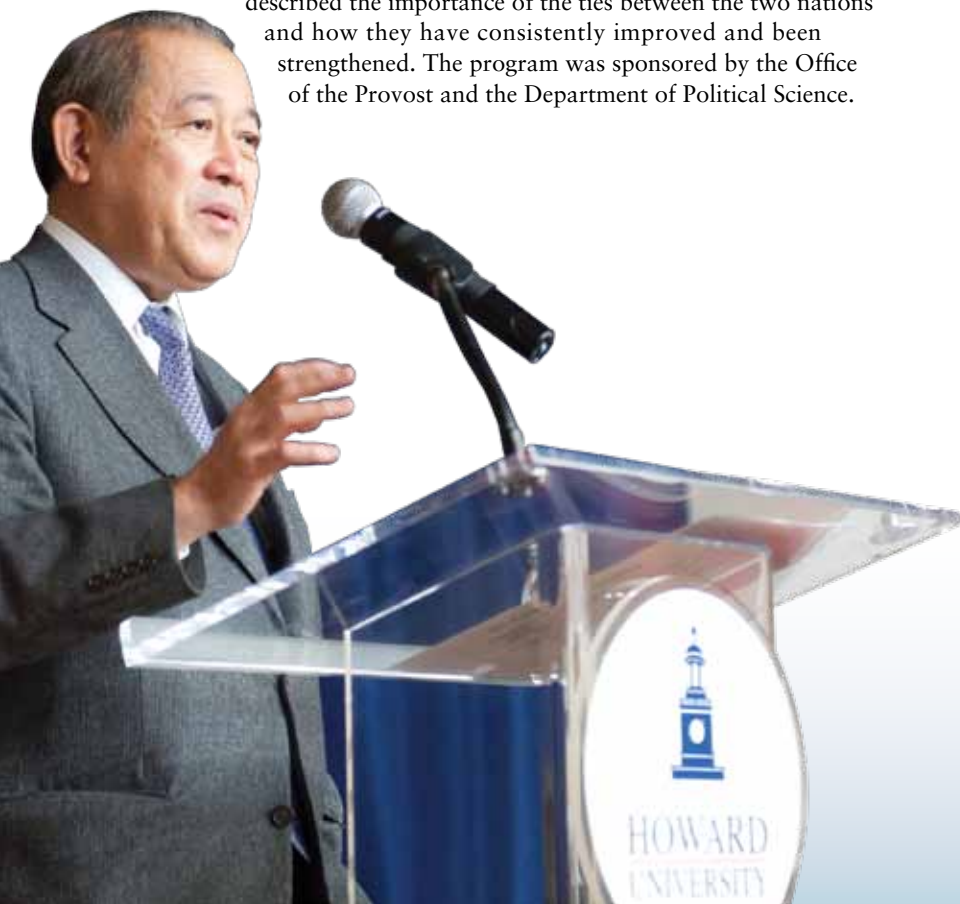
Cancer Center Awarded Avon Grant

Howard University Cancer Center, in cooperation with the College of Medicine's Department of Community and Family Medicine, was awarded a \$50,000 one-year grant by the Avon Breast Health Outreach Program to increase awareness of the life-saving benefits of early detection.

The program, "Creating Healthy Attitudes to Reduce Malignancy" (CHARM), will better educate more Washington-area women, particularly District of Columbia women covered by the city's public health insurance, on the importance of getting early screening for breast cancer.

Japan's Ambassador Visited Howard

Ambassador Ichiro Fujisaki visited the University to discuss bilateral relationships between Japan and the United States. The ambassador described the importance of the ties between the two nations and how they have consistently improved and been strengthened. The program was sponsored by the Office of the Provost and the Department of Political Science.



Distinguished Scientist Lectured On Climate Change

Warren M. Washington, the 2010 recipient of the National Medal of Science, presented a public lecture on the subject, "Climate Change: Is it Real or a Hoax?" in the School of Social Work Auditorium.

Following the lecture, Washington joined a panel to discuss social, political and economic consequences of climate change. The panelists included Professor Marsha A. Echols, director of The World Food Law Institute; Gina Wood of the Joint Center for Political and Economic Studies; and Michael Morgan, Ph.D., division director of Atmospheric and Geospace Sciences at the National Science Foundation.

Education Secretary Hosted National Youth Summit

Middle and high school students from across the country attended the U.S. Department of Education's "Voices in Action: National Youth Summit," held at Howard. Nearly 400 students, administration officials and education policy leaders attended the event.

The summit offered students the opportunity to communicate with policymakers about issues central to their demographics. They also got the chance to learn more about the Department's efforts to improve America's schools. The summit was organized around the themes of effective teaching, college information gaps, parental involvement, community mentors and school climate and discipline.

THE YEAR IN REVIEW *(continued)*



MARCH

Stokes Library Marked 10 Years

The Louis Stokes Health Sciences Library unveiled a portrait of former Ohio Representative Louis Stokes to mark the library's 10-year anniversary celebration. The award-winning building, completed in 2001, is a state-of-the-art facility serving the needs of Howard University students, faculty and staff. The library was named in honor of the former congressman in recognition of his work to improve healthcare in the African-American community.

Conference on Stem Cells

Howard University Health Sciences hosted a free five-day course on stem cells in cancer in the Tower Auditorium, Howard University Hospital. Titled, "The Frontiers in Stem Cells and Regeneration Course," the course was sponsored by the National Institutes of Health (NIH) and designed for postdoctoral fellows, newly independent scientists and established investigators seeking comprehensive and sophisticated training in research strategies and state-of-the-art cellular, molecular and genetic approaches for advancing human embryonic stem cell research.

Peace Corps Leaders Hosted "Impact Your World" Discussion

Peace Corps Director Aaron S. Williams and Chief Executive of the Corporation for National and Community Service, Patrick Corvington, discussed the importance of public service during an interactive panel titled, "Impact Your World: A Conversation with Obama Administration Officials on Service."

Atlanta Mayor Addressed Charter Day

Alumnus and mayor of Atlanta, Kasim Reed (B.A. '91, J.D. '95), delivered the keynote address at the 144th Charter Day convocation and charged students to be inspired by the legacy of leaders who came before them.

Reed was appointed Howard University's youngest General Trustee in June 2002 and remains a member of the Board of Trustees. As an undergraduate member of Howard University's Board of Trustees, he created a fundraising program that has contributed more than \$10 million to the school's endowment.

Charter Day commemorates the 1867 signing of the Congressional Charter that established Howard University. Each year, a gala companion dinner pays homage to outstanding Howard alumni in various fields and encourages philanthropy and involvement in campus life. The honorees were: Taraji P. Henson, entertainment; Weldon H. Latham, J.D., law; Mark A.L. Mason, M.B.A., business; JoAnn H. Price, business; Lydia W. Thomas, Ph.D., science and engineering; and A. Eugene Washington, M.D., medical education.

THE YEAR IN REVIEW *(continued)*

Memorandum Signed with University of Pretoria, KHI

Howard University signed a Memorandum of Understanding (MOU) with the University of Pretoria (UP) and the Kara Heritage Institute (KHI), in South Africa to collaborate in promoting community engagement through raising awareness, effective training, and scholarly research.

The three parties will work together in applying for research and development funding from national governments, research support institutions and other organizations over a contractual term of five years. The signing ceremony was held at the Office of the President on Howard University's campus. Mathole S. Motshekga, Ph.D., represented both the UP and the KHI.

Students Honored by Detroit City Council

Howard University First Lady Paula Whetsel-Ribeau, Ph.D., and 45 students were presented with the Spirit of Detroit Awards on March 15 by the Detroit City Council for their work in the city during Alternative Spring Break. Detroit native Jordan Rivers, a junior majoring in civil engineering, was singled out by Council President Charles Pugh for his efforts to improve his hometown.

Detroit has one of the worst functional illiteracy rates in the country. For the third consecutive year, Howard students spent a week mentoring and working on literacy as well as college preparation with high school students in the Detroit area.

British Education Secretary Sought Answers at Howard University Middle School

Michael Gove, Secretary of State for Education for the United Kingdom, visited the University's Middle School of Mathematics and Science (MS)² to review its programs as a possible model for science, technology, engineering and mathematics education in public schools in his country.

His interest followed a review of the school's programs by representatives from the World Bank in the spring of 2010 and meetings by British education officials with Hassan Minor, Ph.D., the founding director of the school and the University's senior vice president for Strategic Planning and External Affairs.



National Urban League Unveiled State of Black America

The National Urban League released its annual State of Black America with a news conference and town hall meeting on March 31 in Cramton Auditorium. Key issues related to job creation, education and civic involvement, and economic empowerment for African Americans formed the discussion. National Urban League President and CEO Marc H. Morial, Howard University students, Urban League affiliates and a panel of national thought leaders, commentators and economic experts participated in the discussion.

School of Business Ranked Among Top Ten MBA Programs

The School of Business was ranked sixth on the *U.S. News & World Report* list of "10 M.B.A.s With Most Financial Value at Graduation." The list ranked the 10 business programs where graduates earn the most in their first year relative to their debt load. Howard, the only Historically Black College and University on the list, was also listed in the top 100 schools in the U.S. News Business School ranking.

THE YEAR IN REVIEW *(continued)*



APRIL

Leffall Named Chair of World's Largest Cancer Organization—Again

Dr. LaSalle D. Leffall Jr. '52, one of Howard University's highly regarded surgical oncologists, will chair the board of directors of Susan G. Komen for the Cure®, the world's largest breast cancer organization, for a second term.

Leffall's professional life has been devoted to the study of cancer, particularly among African Americans. In his former position as national president of the American Cancer Society, he launched a program focusing on the increasing incidence and mortality of cancer in this community and the implications for other racial and ethnic groups. He received his medical degree from Howard University College of Medicine, where he ranked first in his class. He completed his surgical training at Freedmen's Hospital, now Howard University Hospital, and then took a surgical oncology fellowship at Memorial Sloan-Kettering Cancer Center.

Howard Among Top 100 Social Media Colleges

Howard University was ranked 32nd among the top 100 social media colleges in the nation, according to StudentAdvisor.com.

The website said that it compared more than 6,000 colleges and universities and post-secondary schools "in terms of their mastery of public social media methods, tools and websites." Harvard University, where Facebook was born, placed first.

Howard was recognized particularly for its virtual tour, which allows participants to view 360-degree panoramic images of the campus from their web browser and choose subjects and points that interest them.

Professor Reported on Black Males

Ivory A. Toldson, Ph.D., School of Education professor and author of "Breaking Barriers 2: Plotting the Path Away from Juvenile Detention and Toward Academic Success for School-Age African American Males" was the lead discussant at an American Educational Research Association (AERA) national meeting held in New Orleans.

The School of Education, the Congressional Black Caucus Foundation (CBCF) and the Open Society Foundations Campaign for Black Male Achievement hosted the event. The panel included Toldson, associate professor at the Howard University School of Education and editor-in-chief of *The Journal of Negro Education*; Leslie T. Fenwick, dean at Howard University School of Education; Congressman Cedric Richmond, 2nd District of Louisiana; and Donna Y. Ford, professor of Education and Human Development at Vanderbilt University.

Congressional Black Caucus Commemorated Anniversary

After decades of dedication and service to the advancement of the Black community, the Congressional Black Caucus (CBC) commemorated its 40th anniversary with a day-long symposium on the Howard University campus.

Four panel discussions that covered the lineage of the CBC—"From the Beginning," "The Regan Years," "Representing the Conscience of the Congress" and "CBC and the New Millennium" were featured. The event, marked by introspection, attracted attendees from across the country who revisited the challenges and victories of the CBC. Current and former CBC members, Howard scholars and researchers made presentations that spoke to the organization's role in the political spectrum.



THE YEAR IN REVIEW *(continued)*

Students Recognized at White House Dinner

Journalism majors Noelle Jones, Camille Grayson and Seth Lemon were each awarded \$7,000 scholarships by President Barack Obama and First Lady Michelle Obama at the White House Correspondents' Association (WHCA) during the annual dinner. The students were chosen for the scholarships based on their academic achievement and exemplary work as student journalists.

This is the fourth year that Howard University journalism students have received the scholarships. The White House Correspondents' Association distributed nearly \$100,000 to 18 journalism students from five universities. Since 1991, the WHCA has awarded more than \$465,000 in scholarship money to more than 60 graduating high school seniors and college-level students.



MAY

Degrees Conferred

The University's 143rd commencement convocation was held on the Yard on May 11. More than 2,000 students were awarded undergraduate, graduate and professional degrees. Keynote speaker, National Urban League President and CEO Marc H. Morial, urged the students to always have high expectations for themselves and to pursue equality for all in their personal and professional lives.

Morial, an attorney and educator, was awarded an honorary Doctor of Letters degree. The University also conferred honorary degrees on author and journalist Thomas Friedman, Harvard professor and Howard alumna Evelyn Brooks Higginbotham and John Slaughter, a leader in educational, engineering and scientific communities.



JUNE

NAB Media Sales Institute at Howard

The Department of Radio, TV and Film held its 11th annual Media Sales Institute. Sponsored by the National Association of Broadcasters (NAB) Education Foundation, this year's event drew its largest crop of participants—35 recent college graduates from 20 universities. During the intensive 10-day program, participants learned new sales techniques and tactics and honed their media pitches. In addition, participants networked and interviewed with leading national media companies. The NAB Media Sales Institute at Howard was created to address the problem of lack of diversity in the media sales industry. Since its inception, more than 200 participants have completed the program.



“Universities must periodically review and assess themselves to respond to developments in higher education and the changing needs of our nation and the world. At Howard, we are doing just that. We must maintain the highest standards of academic and administrative excellence.”

– Sidney Ribeau, Ph.D.





Presidential Commission
on Academic Renewal (PCAR)

ACADEMICS AND SERVICE

At 144, Howard University is a mature institution with significant accomplishments in its past. The institution is known nationally and internationally for its role in producing graduates dedicated to service in humanity. Notwithstanding, changing times demand that the institution realign itself and demonstrate full awareness of a new world order marked by hyper competitiveness, an open global environment and an increasing need for higher education to produce graduates skilled in multiple areas. This demands equal focus on the triple pillars of teaching, research and service. This section presents a snapshot on how such critical realignment is taking place—the progress toward an academic renewal program and significant achievements in research, internationalization and the health sciences and student accomplishments. The profile of a key faculty member affirms the safety of Howard’s legacy as a significant global institution that has and will continue to make a difference in key areas.

Curricular Reform and Stronger Graduate and Research Programs Targeted

The University’s effort to align its academic program to a 21st Century agenda was greenlighted by the Board of Trustees in late January paving the way for wide-ranging changes designed to reform and strengthen graduate and professional programs as well as advance research initiatives.

The Board granted its approval, January 29, after President Sidney A. Ribeau presented recommendations which emerged out of a process that sought input from every segment of the University community over the course of a year.

The academic renewal plan approved by the Board addressed six major strategic goals:

- Revision of the model for the delivery of undergraduate education and increase interdisciplinary academic programming;
- Strengthening the University’s commitment to STEM (science, technology, engineering and mathematics), health sciences and research;
- Advancing Africana and Diaspora Studies to make Howard the leading University in the field;



ACADEMICS AND SERVICE *(continued)*

- Enhancing humanities, communication, urban education, business, performing and visual arts and interdisciplinary studies;
- Increasing the University's commitment to internationalism and global studies; and
- Streamlining graduate and professional offerings and encouraging increased research.

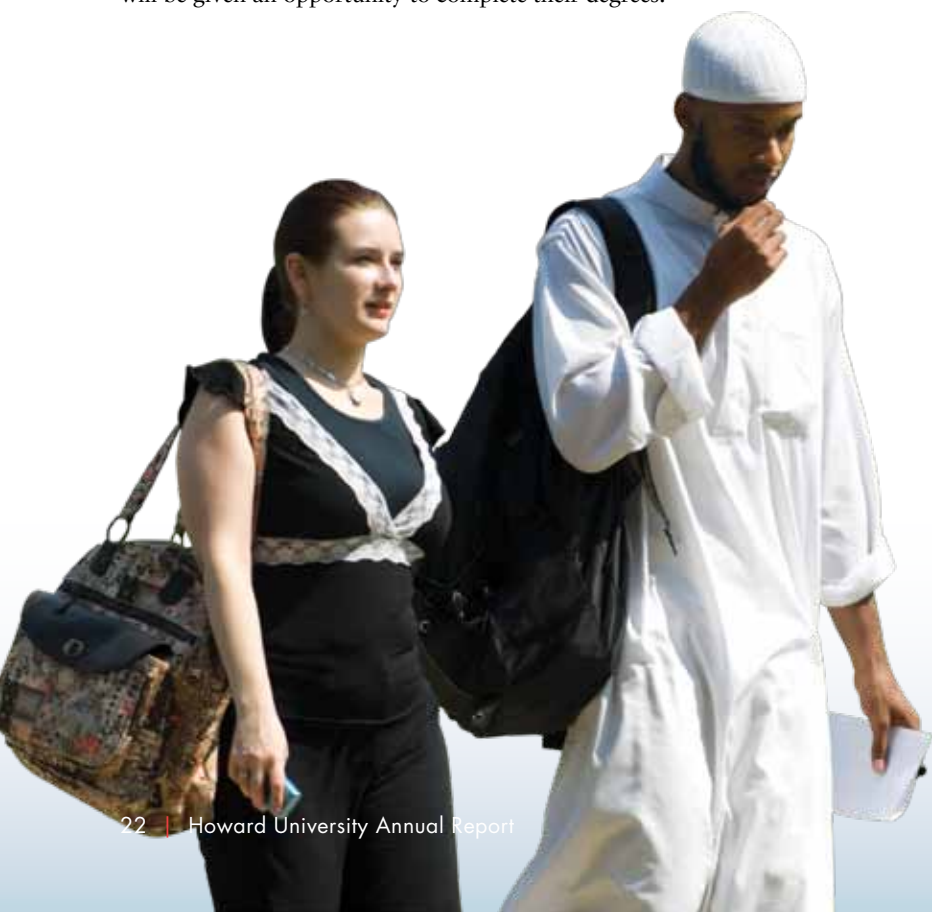
Of 171 degree programs currently offered, 71 were recommended for restructuring or closure—22 undergraduate, 11 graduate and 38 graduate professional programs. Students enrolled in modified or closed programs will be given an opportunity to complete their degrees.

“Historically, Howard had to offer a comprehensive range of programs to meet the demand of students of color who were unable to attend other universities,” Ribeau said. “We no longer have to be everything to everyone. We have identified specific areas of emphasis and we plan to be leaders in those areas.”

The academic renewal program included the restructuring of the core undergraduate curriculum and the creation of a single “freshman experience” for all entering students, regardless of their school or division. In addition, existing STEM programs are being improved to increase cutting-edge learning opportunities to prepare graduates for careers in such rapidly growing fields as nanotechnology.

The final phase of the academic renewal program began in 2008 after the Board charged Ribeau to “renew the academic enterprise.” In fall 2009, Ribeau established the Presidential Commission on Academic Renewal to spearhead a faculty-led comprehensive review of all its academic offerings. The overarching goal was to ensure that programs were consistent with the University's mission and resources aligned with academic priorities.

In the fall of 2010, the Commission submitted its final report to the President recommending a series of university-wide enhancements and program-specific mergers, transformations, additions and eliminations. Ribeau presented a set of university-wide enhancements and program-specific adjustments for review and comment from the university community. This review process continued for an additional three months. Board Chairman, A. Barry Rand, indicated that the Board's approval of the recommendations represented an important milestone in the history of the University and the culmination of extraordinary collaborative work by the University's faculty, students, staff and alumni.



PLAN, IMPLEMENT, GROW:

Curricular Reform, Research and Internationalism at the Heart of Academic Renewal

ACADEMICS

Research at Howard: The Quest for Excellence and Impact

Sohail Rana, M.D., professor of pediatrics at the Howard University College of Medicine, is working hard to find a way to ease the pain of children suffering from sickle-cell disease. Also known as drepanocytosis, sickle-cell disease is a recessive genetic blood disorder characterized by red blood cells abnormally shaped like a sickle. People with this disorder traditionally have shorter life expectancy and can suffer debilitating pain.

Vernon R. Morris, Ph.D., director of the National Oceanic and Atmospheric Administration (NOAA) Center for Atmospheric Sciences at Howard University and professor in the Department of Chemistry, is studying dust particles from the Sahara Desert to see how they carry disease-causing microbes to the Caribbean and how they stifle the formation of hurricanes in the Gulf of Mexico.

Everette Joseph, Ph.D., director of Howard's Beltsville Center for Climate System Observation and a professor of physics and astronomy, also has his eye on air quality. Joseph was involved in a major experiment led by the National Aeronautics and Space Administration (NASA) to test the accuracy of air quality measurements generated by space satellites.

These researchers are reaping the benefit of determined effort to attain excellence and make a difference in their chosen fields. It will not be long before vast sections of mankind will benefit from their efforts to alleviate physical pain, in the case of Rana, or understanding critical atmospheric conditions that will help vulnerable territories to better understand the spread of disease or plan for natural disasters, in the case of Morris and Joseph.

Rana was one of the investigators on a recent study on a drug called hydroxycarbamide (or hydroxyurea) which dramatically reduces pain, inflammation and hospitalization time in young patients. He believes the study will have a major effect on guidelines for the management of children with sickle-cell anemia.

"This is a significant breakthrough in the treatment of this disease, particularly for our very young patients," Rana said. "To be able to dramatically diminish the pain that these young children suffer because of this disease is truly an important step forward."



Morris, though his research takes a different path, is also interested in disease pathology. By striving to understand the role that dust plays in spreading diseases, he hopes to make a real difference in people's lives.

"Dust is like pepper," he said. "And it's the bacteria and viruses on the dust that typically cause disease. We want to know what's on the dust when it starts out and what is still viable when it gets to the western hemisphere."

In July, Morris and a crew of students and faculty sailed in the Caribbean and along the coast of Africa. As they moved across the Atlantic Ocean, they launched instruments into the atmosphere and probed the ocean to gather real-world data.

"If you're just running models without observations, then you're guessing," Morris said. "In order to improve models, you have to collect hundreds of thousands of observations."

PLAN, IMPLEMENT, GROW *(continued)*



For the first time, the team was able to profile the air masses in the southern hemisphere off the coast of Africa. They were able to pay close attention to the effects of biomass fires in southern Africa and dust storms in the Namib Desert. The research is funded by NOAA and NASA.

Like Morris, Joseph is involved in a major experiment led by NASA to test the accuracy of air quality measurements generated by space satellites.

“Over the next 10 years, we are going to use satellites more to monitor air quality so we can understand how much pollution there is in the atmosphere,” he said.

The tests involved aircraft spiraling down to 200 feet off the ground in Baltimore and Washington, D.C.

“When air quality is poor, elderly people, kids and people with respiratory issues have to exercise caution,” he said. “We want to understand air quality. We want to understand ways to reduce pollution hazardous to human health.”

This year, the Office of the Provost took several critical steps to support researchers like Rana, Morris and Joseph to encourage other faculty efforts and to remove real or perceived obstacles to research. To shape policy within the division, a council of officers comprised of the select deans from colleges and schools has been established. The Office of the Associate Provost for Research has created infrastructural support to increase the number of faculty grant submissions to external agencies and to positively influence faculty recruitment and retention.

Plans are also underway to construct an Interdisciplinary Science and Engineering Building (ISEB) and a Joint Computational Sciences Center. Each building will provide over 100,000 square feet of new space. The proposed facility will feature a biochemical engineering process laboratory, a nanofabrication laboratory and lab space to work on diamond technology, water research and biofuels projects. The Joint Computational Sciences Center will provide high-speed computational access to faculty and students in both engineering and the sciences. Additionally, it will accommodate the requirements of the new doctoral program in Computer Science.

Internationalism Gains Strengths: China, South Africa Programs Lead the Way

Howard University’s effort to prepare its students to live and work in a global world is central to its Academic Renewal Program. Renewed emphasis on internationalism this year has seen several key initiatives and a significant focus on the Republic of China, a rising economic power, and the Republic of South Africa, a force on the African continent and within the worldwide African Diaspora.



On May 11, Howard's President Sidney A. Ribeau, Ph.D., joined representatives from other Historically Black Colleges and Universities at a forum designed to explore how to forge partnerships between the African-American community and the people of China. The program was sponsored by the China-United States Exchange Foundation and the National Urban League. One day before, Provost James Wyche, Associate Provost for International Programs Jeanne Maddox Toungara, and other members of the Howard Community met with representatives of the China-United States Exchange Foundation, a non-government, nonprofit organization registered in Hong Kong with a commitment to fostering stronger relations between China and the United States.

The Foundation's strategy to enhance communication and understanding between the peoples of China and the United States employs think tanks, academia, media and business communities in both countries, with particular focus on foundation-supported, policy-oriented research in areas of common interest. These include the environment and climate change, energy security, terrorism, nuclear proliferation, food security, multilateral trade issues, drug trafficking, money laundering and other financial crimes.

On a visit to the campus in January, First Lady Michelle Obama promoted the "100,000 Strong Initiative" unveiled by President Obama during his 2009 visit to China. The Initiative's goal is to dramatically increase the number and diversity of American students studying in China by 2014.

Other Howard-China initiatives include the College of Dentistry's exchange with Beijing University, Beijing University of Chinese Medicine and Hebei University that has been ongoing since 2006. The purpose of the program is to enhance communication and education as Chinese dental students are trained by U.S. mentors. In June 2010, 17 Howard University MBA students traveled to Beijing and Shanghai as part of a Global Business Environment course with two China-based companies, eChinaChem and Unique*Soft. And, in 2009, the Howard University Choir travelled to the Republic of China and presented a series of concerts in five cities, including Beijing.

Michael Frazier, Ph.D., Department of Political Science, visited the Republic in 2005-2006 as a Fulbright Scholar. In 2004, Frazier was a guest lecturer in China for Black History Month in Beijing, Hangzhou, Shanghai, Chongqing and Cnegdu.

The South Africa Initiative, meanwhile, will see the University playing a key role in efforts to mark the 100th Anniversary celebration of the African National Congress (ANC), the national liberation movement that was at the forefront of the struggle against racism and oppression. The anniversary, in 2012, will be marked at sites across South Africa, the United States and other countries in the African Diaspora. Howard University, as the premier institution in studies of the African Diaspora, has been selected to coordinate the Centennial Celebrations of the ANC in the United States in collaboration with the Embassy of South Africa. The Howard University Republic of South Africa Project (HURSAP) will direct these efforts under the leadership of Distinguished Professor Emeritus of the Department of History, Dr. Joseph Harris and Graduate Professor of Human Development, Dr. Jean Bailey, and Chair of HURSAP.

Howard University's partnership with South Africa will persist beyond the ANC Centenary, however. In March, President Ribeau signed a Memorandum of Understanding with the University of Pretoria (UP) and the Kara Heritage Institute (KHI), both located in Pretoria, South Africa. This MOU signaled an academic agreement to collaborate in promoting community engagement through raising awareness, effective training, and scholarly research. It also marked the 15th anniversary of HURSAP.





PLAN, IMPLEMENT, GROW *(continued)*

STUDENTS ON THE WORLD STAGE

Three Awarded Fulbright Scholarships

Three members of the Class of 2011—Antonio Eugene Lyons II, Jessica A. Cooper and Manjot Kaur Jassal—were awarded Fulbright Scholarships.

Established in 1946, the Fulbright Program aims to increase mutual understanding between the peoples of the United States and other countries. The Bureau of Educational and Cultural Affairs of the U.S. Department of State sponsors the Program.

Lyons, who studied supply chain management, will work to prepare small Brazilian businesses for the 2014 World Cup and the 2016 Olympic Games. In preparation for Brazil, Lyons will study Portuguese at Middlebury Language School in Vermont.

Cooper, a candidate for the juris doctorate and a senior editor of the *Howard Law Review*, will spend a year in India, where she will teach English. She is also interested in studying educational systems, one of her primary motivators for seeking the Fulbright award.

Jassal's Fulbright will include research examining the impact of health education on awareness and prevention of sexually transmitted infections among adolescents in two rural villages in Punjab, India, where HIV infection rates are three times the national average.

Nicole Baden Awarded Rangel Fellowship

Senior audio production major Nicole Baden was selected a Charles B. Rangel International Affairs Fellow. As part of the program, Baden worked with members of the U.S. Congress on foreign policy issues. In the summer of 2012, the State Department will send her overseas to work in an embassy to get hands-on experience. Upon graduation, she will become a U.S. diplomat.

Last year, Baden received the U.S. Department of State's Critical Language Scholarship to study Mandarin at the Beijing Language and Culture University. In addition, she has studied Arabic and Korean.

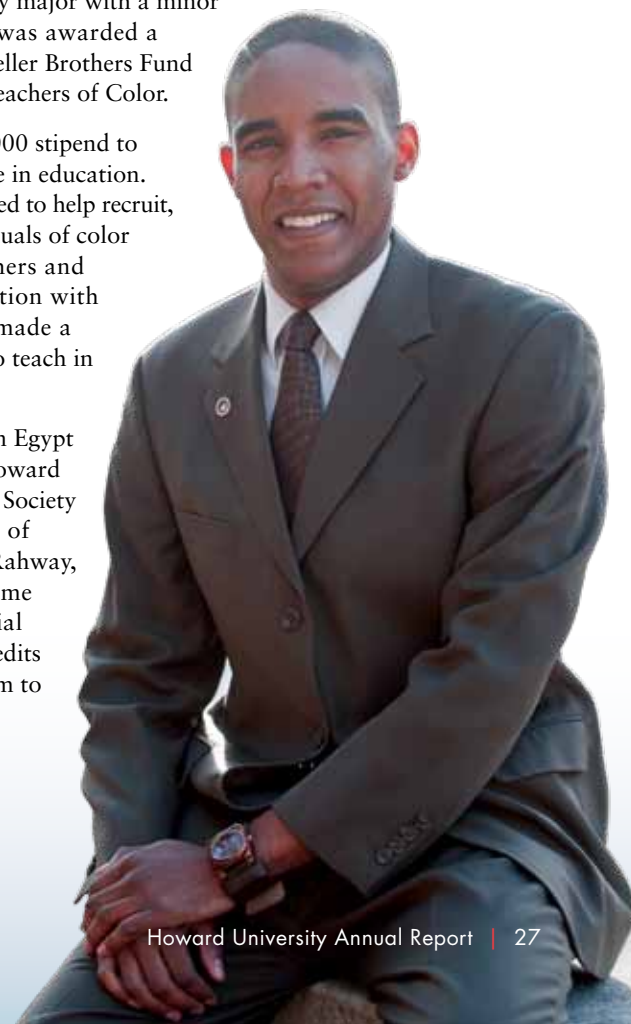
The Rangel Fellowship, funded by the State Department and managed by the Ralph J. Bunche International Affairs Center at Howard University, supports extraordinary individuals who want to work toward Foreign Service careers. The fellowship will provide Baden with \$90,000 in benefits over a two-year period to pursue a master's degree in international affairs.

Aspiring Teacher Awarded Woodrow Wilson-Rockefeller Brothers Fund Fellowship

Jalil Muhammad, a history major with a minor in secondary education, was awarded a Woodrow Wilson-Rockefeller Brothers Fund Fellowship for Aspiring Teachers of Color.

The award carries a \$30,000 stipend to complete a master's degree in education. The fellowships were created to help recruit, support and retain individuals of color as public education teachers and administrators. In connection with the award, Muhammad made a three-year commitment to teach in a high-need public school.

Muhammad has studied in Egypt and is a member of the Howard University History Honor Society and the National Society of Collegiate Scholars. The Rahway, N.J. native plans to become a certified teacher in social studies and history. He credits Howard with inspiring him to become a teacher.



PLAN, IMPLEMENT, GROW *(continued)*

Two Awarded Fellowships to Study African Languages

Graduate students Aamira Chaney and Ronya Foy were awarded David L. Boren fellowships to study Zulu and Swahili languages at universities in Africa.

The awards are part of the African Language Initiative, a pilot program designed to increase the number of Boren Scholars engaged in the study of languages in Africa. The federal government has deemed the languages critical to the future national security interests of the United States. Funding for the program is provided by the National Security Education program.

Chaney, a doctoral student in the Department of African Studies, received her fellowship to study Zulu language and culture at the University of Zululand at Ngoye in South Africa. Foy, a doctoral student in the Department of Social Work, will study at the State University of Zanzibar in Tanzania.

Student Affairs: Building a Framework for Collaborative Learning



The Division of Student Affairs is committed to the academic mission of the University reflected in its collaboration with partners across the campus to educate students and develop leaders distinguished by their commitment to truth and service. Since July 1, 2010, the division has been engaged in initiatives geared toward building a framework for collaboration and

innovative learning. The first such initiative was the creation of the Student Affairs Advisory Committee (SAAC).

SAAC was organized in summer 2010 in response to President Ribeau's call for a more wholistic vision of the educational experience for our students. Such a vision would encourage partnerships with the academic sector and all other areas of the University. Therefore, membership was sought of various schools and colleges as well as representation from undergraduate and graduate students. The goal of the SAAC was to strengthen and enhance the first-year experience at Howard University, ensuring that students encounter a cohesive and enriching environment. The committee has now become a core group in Student Affairs.

The Office of Student Affairs' "Ask Me" campaign was another successful initiative, launched in August 2010. Student Affairs formed alliances with the Office of the Provost, Health Sciences Division and Enrollment Management to offer a "concierge-style" orientation experience for students newly enrolled at the University. The campaign was designed to welcome first-year, transfer, and returning students to Howard's campus. Approximately 60 "Ask Me" volunteers were stationed at booths campus-wide to help welcome students and their families and provide information and refreshments. Volunteers were trained by staff members from the various student services units at the university. The Office of the Vice President for Student Affairs has received positive feedback on the success of the program.

Fall 2010 also saw the emergence of one of the most important initiatives in the Student Affairs portfolio — the establishment of five pilot learning cohorts for our freshman students. This endeavor was one of the recommendations from the SAAC. Learning cohorts are not classes; they are conversational communities that offer the context for discussions on life's lessons, intellectual topics, or opportunities for networking and building friendships. These communities offer the perfect atmosphere for the free flow of ideas, debates, and mentorship around issues of common interest. Each cohort was led by a faculty member, staff, or graduate student. Cohorts met in the "usual spaces" on campus but also gathered in cafes, restaurants, museums, chemistry laboratories and National Monuments. The number of learning cohorts will be doubled in 2011-2012.

Finally, the Department of Residence Life pioneered a number of initiatives during the designated period. Among the most notable were the "Bison Success Model: First-Year Experience," which organized programming around a model based upon student-development transitions for first-year students. In addition, the L.E.G.A.C.Y. SUCCESS MODEL assisted second-year students with issues of retention and leveraging the resources at the University. In August 2010, some courses were mounted for the first time within residence halls in preparation for the future design of faculty-in-residence programs and residence hall learning communities.

Howard University to Establish Ronald Walters Center

President Sidney A. Ribeau announced the establishment of the Ronald W. Walters Center during the 40th anniversary Congressional Black Caucus Foundation symposium held on campus, April 5.

Political activist, prolific author and media commentator Ronald W. Walters, Ph.D., served as a Howard University professor for 25 years, political science department chair, and was a preeminent global scholar and expert on American political behavior, Black politics and comparative politics. He died in September 2010.

The Congressional Black Caucus Foundation (CBCF) co-hosted a day-long symposium with the University at the Ira Aldridge Theatre as part of its 40th anniversary celebrations.

The CBCF is a nonprofit, nonpartisan 501(c)(3) organization with the charge of advancing the global black community. It was founded in 1971 when 13 African-American congressional members joined together to strengthen their efforts to address the legislative concerns of black and minority citizens. Over time, the CBC became known as the “Conscience of Congress.” Walters played a key role in the establishment of the Caucus. Walters served as a campaign manager and consultant for the Rev. Jesse Jackson during his two presidential bids and was a policy adviser for former Congressmen Charles Diggs (D-MI) and William Gray (D-PA).

The Ronald Walters Center will serve as an interdisciplinary focal point for public policy research, publication and leadership development. “Through this center, his name, his spirit and his work will live on as we prepare others to follow in his footsteps and impact the world as much as he did,” Ribeau said.

Health Sciences: Taking Discoveries from the Lab to the Bedside

Interdisciplinary research, strong collaboration with other institutions, strategic planning and targeted focus on diseases that disproportionately affect people of African descent are among the hallmarks of a rejuvenating program of action for Howard University’s Health Sciences Division. The Division, one of the most vibrant of the University, comprises the Colleges of Medicine, Dentistry, and Pharmacy, the College of Nursing & Allied Health Sciences and the Howard University Hospital.

Thomas Mellman, M.D., newly appointed Associate Dean for Clinical and Translational Research for the College of Medicine, effectively captures this new mode as one of two principal investigators on a \$38 million five-year National Institutes of Health Clinical Translational Sciences Award earmarked to establish the Georgetown-Howard Universities Center for Clinical and Translational

Science (GHUCCTS). Under the terms of the award, the operations of the Howard University’s General Clinical Research Center are to be merged into the GHUCCTS.

Mellman, a distinguished researcher, has been principal investigator or program director on 10 federal grants and has more than 60 publications in peer-reviewed journals. He joined Howard University in 2004 as professor and vice chair for research in the Department of Psychiatry. Prior to that, he was professor of psychiatry at Dartmouth Medical School. He was also a tenured professor at the University of Miami Medical School.

In addition to Howard and Georgetown Universities, the GHUCCTS’ other partners include MedStar Health Research Institute, the DC Veterans Affairs Medical Center, and Oak Ridge National Laboratories. The Center’s goal is to transform biomedical research within and between the participating institutions by supporting collaborative interdisciplinary research, training and initiatives that address the needs of underserved populations.

At the College of Dentistry, George P. Thomas, D.D.S., Chair, Department of Pediatric Dentistry and Principal Investigator for the Post-Doctoral Training in Pediatric Dentistry Grant, received a \$4.8 million award over five years to support his department’s residency program.



PLAN, IMPLEMENT, GROW *(continued)*

The grant will facilitate an increase in community outreach efforts and develop culturally competent oral health care professionals, who will care for the uninsured and underinsured populations. Howard University, over many years, has been on the frontline of a national effort to expand recruitment and enhance retention of high-quality pediatric dentists in underserved communities.

Recently, the College invested in the Sirona CEREC (Chairside Economical Restoration of Esthetic Ceramics) which allows damaged teeth to be restored with porcelain crowns, inlays or onlays in just one appointment. This technology is being integrated into the pre-clinical and clinical curriculum for the pre-doctoral dental students. The technology is expected to reduce the laboratory cost for the college, which will in turn enhance revenue.

The College of Pharmacy, and the College of Nursing and Allied Health Sciences, meanwhile, secured more than \$10 million in funding from external sources. Further, the Center for Minority Health Services Research (CMHSR) continued to be supported by the Agency for Healthcare Research and Quality (AHRQ), and supported three post-doctoral fellows and research activities in HIV/AIDS, diabetes and cancer.

Research across the health sciences is expected to continue its uptake including the development and implementation of a research agenda for health sciences consistent with the University's mission; facilitation of interdisciplinary research; providing oversight and developing a research incentive plan for proposal development process; and providing support for patenting, licensing, and commercialization opportunities to faculty and researchers, among others.

In order to identify those diseases and conditions on which the Division should ultimately focus, nearly a score of them were ranked on prevalence/burden, marketability, funded research, current clinical capacity, current research activity, consistency with ethics and values, and conduciveness to interdisciplinary approach. The areas selected were obesity, cardiovascular, mental disorders, HIV/AIDS, cancer, renal diseases, diabetes and stroke. The opportunity to translate basic science discoveries into new and better treatments for patients—taking those discoveries from the “bench to the bedside”—has also been identified as an area of opportunity for Howard University Health Sciences.



Howard researchers are reaping the benefit of a determined effort to attain excellence and make a difference in their chosen fields. It will not be long before vast sections of mankind will benefit from their efforts to alleviate physical pain or understanding critical atmospheric conditions that will help vulnerable territories to better understand the spread of disease or plan for natural disasters.







HOWARD OF THE FUTURE:

Wayne A. I. Frederick, MD, MBA, Standing on the Shoulders of Giants

Wayne A. I. Frederick is an associate professor of surgery and Interim Deputy Senior Vice President of Health Sciences. Here, he shares his insight on the future of cancer research.

Q. What inspired you to become a surgeon?

A. I was born with sickle cell anemia, so I wanted to pursue medicine from a very early age. According to my grandmother's version of the story, at the age of three, I told her that I was going to become a physician to find a cure for my disorder. Once I got to medical school, I was inspired by two physicians: Drs. LaSalle Leffall and Wayne Tuckson.

Q. What led you to pursue your studies and ultimately a career at Howard?

A. I was born in Trinidad. I wanted to travel to the U.S. to complete my undergraduate and medical degrees because Howard had a sickle cell center at the time. Also, my best friend at the time was at Howard on a soccer scholarship and conveyed to me how rich the tradition was. Howard University has a great reputation throughout the Caribbean. The first Prime Minister of Trinidad, Eric Williams, referred to Howard as the Black Oxford, a statement in which I firmly believe to be true, so I wanted to be a part of that legacy. I am so impressed with the quality of education at Howard that on May 14, 2011, I received my M.B.A., my third degree from Howard.

Q. Who were the primary influences in your life?

A. Drs. LaSalle Leffall and Clive Callender have been my mentors in very meaningful ways. They are both surgeons with a passion for putting the patient first. What Dr. Callender has done for transplantation is unheard of in the field of medicine. Dr. Leffall embodies the virtues of one of the greatest men to study at Howard—Dr. Charles Drew. Of course, I would be remiss if I did not mention my mother who was a nurse for more than 45 years.

Q. Are you involved in any organizational functions at Howard Hospital?

A. I am the chief of the Division of General Surgery. In that role, I oversee that division and faculty, and the overall quality of the care that we deliver. I am also the interim director of the Cancer Center, which is one of the jobs that gives me the greatest satisfaction. The Center serves an underserved population and the faculty members who work there are committed to each patient; it's a pleasure to work with them. And, my leadership roles in Health Sciences put me in contact with every clinical faculty member.

Q. Breast cancer is the second most common cause of cancer death in women in the U.S. Are there any underlying causes?

A. This may seem redundant but being female is the main factor. There are several other risk factors. We believe that unopposed estrogen exposure increases one's chances of developing breast cancer. African-American women are less likely to develop this form of cancer than Caucasian women, but when they do get it, they are more likely to get it at a younger age and it is more aggressive. Here at Howard, we are working on unraveling the reasons behind such cases.

Q. Male breast cancer accounts for about one percent of cancer deaths in men. Are there screenings available to men and do they differ from those for women?

A. The only screening method involved is self-breast exams. Just like everything else in general health, we want people to be aware of how their bodies look and feel, and take note of any measurable changes to bring to the attention of their physician. I think if men would do that, we would certainly be able to catch these cancers at their earlier stages, which would help in terms of treatment.

HOWARD OF THE FUTURE *(continued)*



Q. Are some of the breakthroughs in recent years relative to finding a cure?

A. I cannot say that we are necessarily close to finding a cure. However, some of the therapies for breast cancer have improved significantly. If they keep improving, I think we will continue to at least make cancer a chronic disease. This will provide us with more time to hopefully find a cure.

Q. Are there preventative actions that will lower breast cancer risks?

A. Yes, and a lot has to do with general healthy living. This includes exercising on a daily basis, keeping your body weight down and not smoking. Mental well-being is also important in staying healthy.

Q. Tell us about your research, and any significant accomplishments.

A. The most important research I have worked on is trying to characterize triple negative breast cancer in African-American women, which is a very aggressive form of cancer. The women who contract this disease die at a very young age. A lot of my work at Howard involves characterizing the genes involved and trying to come up with a genetic profile, which would aid in providing treatment methods. A big part of my focus is also on pancreatic cancer and performing the Whipple Operation to treat it. We have been doing such operations successfully here for the past five years with excellent results. In the past, surgeries involving the pancreas were done with very poor outcomes. At Howard, we have been able to make a lot of advances to make it a better process.

Q. Are you involved in any service projects locally or abroad?

A. I am part of a group of five people called Blitz. All of the members are Howard alumni. This year we are hosting a golf tournament in Trinidad, the purpose of which is to raise money for awareness and screening. We are also playing in an over 40 Master's Soccer Tournament in the colors pink and white. For every goal scored, we will secure donations from corporate sponsors.

Q. Overall, what do you hope your legacy will be?

A. I hope it will be as simple as being a great husband and father. I think in America we are in a crisis because black males are more likely to go to prison than college, so I think the most important thing that I could do is to be a father to my seven-year-old son and five-year-old daughter. If I can leave an indelible mark on them and have them grow up to be good people who are kind and willing to share whatever resources they have, then I think I would have accomplished everything in life I can possibly hope to.

OPERATIONS AND SUPPORT

HU Operations provides the institutional support to assist the enterprise in delivering on its academic, research, and service mission. The departments aim to provide world-class service through the core principles of customer focus, efficiency and continuous improvement.

Fiscal Year 2010-2011 was a continuation of the transformation which began in Fiscal Year 2009-2010, under the leadership of Executive Vice President and Chief Operating Officer, Troy Stovall. The following is a brief summary of the year's accomplishments.

Enrollment Management

Enrollment Management (EM) is responsible for providing strategic direction to cultivate an enrollment profile that is consistent with the institution's mission and vision. In August, EM oversaw the successful matriculation of 1,495 new freshmen, while maintaining the University's high standard of excellence. Admissions had record attendance at its two main events:

- In October, hosting a New Student Open House (494 prospective students; 1,431 total guests)
- In April, hosting an Accepted Student Day (1,595 accepted students; 2,903 total guests).

Enrollment Management also focused on improving service delivery to enhance the student experience. Student Financial Services/Financial Aid introduced a new automated system to facilitate financial aid processing, as well as partnered with ProEd call management services to assist with managing the call volume. A "One-Stop" service operation is in development for Fiscal Year 2011-2012 to provide students timely, consistent, and accurate service with a single point of contact.

Auxiliary Enterprises

In July, Auxiliary Enterprises introduced the new and improved "Bison One Card" through the newly organized One Card Office. The card now allows students and parents to upload funds online to purchase dining dollars as well as use the University's Banner system to monitor available funds. Further, eligible students can automatically request a book voucher with the card to be used in the University's Bookstore instead of cash. The One Card office is developing the Bison Bucks service offering, which will allow students to make purchases at off-campus retailers, at vending machines, and at the University's laundry facilities.

Department of Public Safety

Throughout the first half of the Fiscal Year 2010-11, the Department of Public Safety continued to make significant strides in an effort to provide a high level of campus safety for the University community. To reflect the broader services provided beyond police patrol services, the department renamed itself the "HU Department of Public Safety" from "HU Police Department." While the central mission did not change, this name change incorporates a wider range of safety and security services that the unit currently performs, and some that the unit will undertake. For the first quarter of 2011, reported crime incidences were down almost 20 percent from the same period the previous year.



OPERATIONS AND SUPPORT *(continued)*

Strategic Sourcing and Asset Management

The Department of Strategic Sourcing and Asset Management (SSAM) began to significantly implement new technology during Fiscal Year 2010-2011 to increase efficiency and effectiveness. One of the key solutions includes Concur, a travel and expense tool which automates and optimizes travel booking and expense reimbursement. SSAM also implemented Scisquest, an electronic procurement tool that will allow for increased use of electronic catalogs and improve the experience of stakeholders. Through the department, Howard University joined the Educational Advisory Board Spend Collaborative, which will help Strategic Sourcing benchmark many of its buys against more than 50 member universities. This technology will allow the unit to be more informed when entering contract negotiations with vendors, thus increasing the University's savings from its major buys. Moving forward, the unit will focus on streamlining its operations and providing the campus community with increased service delivery, particularly focusing on reducing the cycle time of the Procure-to-Pay processes.

Information System and Support

This fiscal year, Howard University established the new position of Chief Information Officer to lead the enterprise information technology. Immediately, the process of modernizing the University's infrastructure to current standards and updating the IT policies began. Under the umbrella of the CIO, the unit is consolidating all IT resources from the University, Howard University Hospital, and the Radio and Television stations. With a centralized organization, the unit will gain efficiencies from the standardization of processes to provide greater service delivery.

Office of Institutional Effectiveness

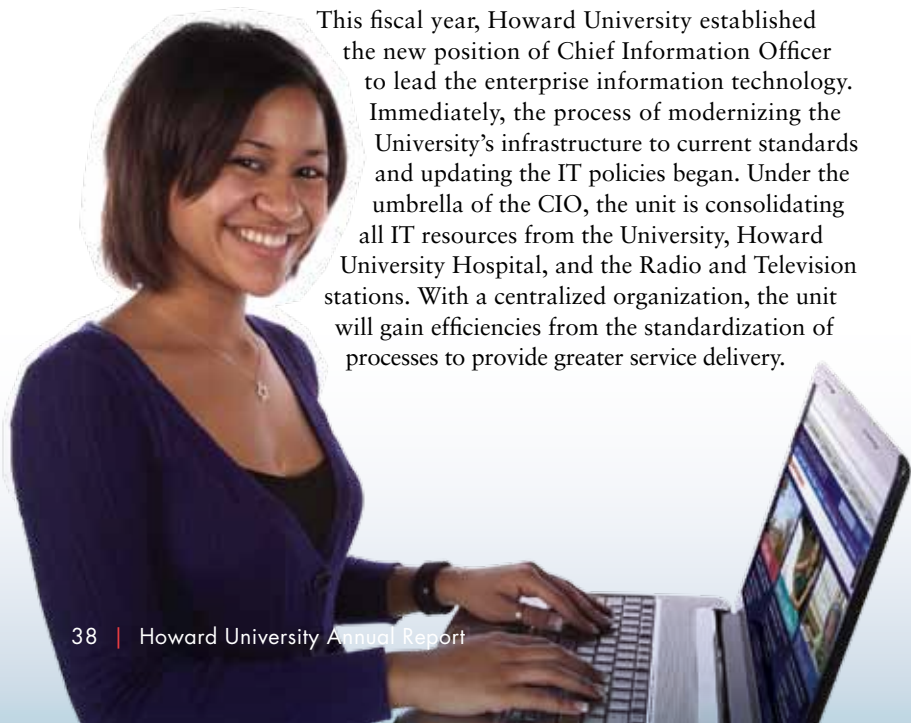
Last year, the Office of Institutional Effectiveness (OIE) was initiated to drive process improvement through technological applications and best practice service delivery methodologies and implement strong data-driven decision making to increase transparency and accountability. The unit was instrumental in supporting Enrollment Management service delivery enhancements such as the Pro-Ed call management system, ZaZa chat online system, and developing the concept for the integrated "One-Stop" service delivery model. To more efficiently use the University's resources, OIE launched an electronic forms project using DocuSign, an electronic signature and workflow system, and other software applications. This has started to yield benefits in reduced time to approvals as well as releasing funds for other purposes. Regarding data, a key success for the unit during Fiscal Year 2010-2011 was the development of the Enterprise Reporting Initiative (ERI). This tool puts at the fingertips of all faculty and staff, the key data held in University enterprise systems needed to make strategic decisions.

Howard-Online

The University is taking steps to increase its presence online by launching six online education initiatives called Howard-Online. With pilot programs scheduled to commence in 2011-2012, these initiatives will allow everyone from high school students and current staff to seasoned professionals to access the Howard University experience. They will include:

- New degree and certificate programs;
- "Hilltop Courses" that will be licensed to other colleges and universities for use in their own online programs;
- Degree completion programs for Howard students who leave during their junior or senior years;
- College readiness programs that will provide remedial courses for entering freshmen with academic deficiencies;
- College prep courses for high school juniors and seniors; and
- Career training noncredit programs for Howard's administrative staff.

All courses in these programs will be designed by the University's faculty and implemented through partnerships with online service providers.





The Office of Human Resources: Strategizing for Effective Growth and Service Excellence

The Office of Human Resources strives to support the vision and maintain alignment with President Sidney A. Ribeau's strategic priorities.

Many modifications were made within the office during the 2010-2011 year. Leadership changed hands at the top as James "Jimmy" Jones was appointed executive vice president and chief Human Resources officer; the benefits program underwent an extreme makeover; new departments were added to the organizational structure and, in a successful effort to "go green," the onboarding process moved from desks to desktops with the Howard New Employee Portal. This allowed new hires to easily review policies, pay schedules and valuable historical information about the University online. These key changes are designed to increase service excellence and are certain to help with retaining and attracting extraordinary individuals who will continue Howard's legacy of excellence.

The revamping of the benefits package had the greatest impact to the University community. After months of research, CIGNA was selected as the sole medical, dental and prescription benefits provider. The University also expanded retirement options by replacing Lincoln Financial with ING as a provider for the 403(b) savings plan and making Roth 403(b) and 457(b) savings plans available to eligible participants through ING, TIAA/CREF and VALIC. In addition, the Howard New Employee Portal, an online onboarding management system, was launched in January.

Significant in the advancement of the strategic operations, was the unification of Human Resources at the University with Howard University Hospital Human Resource Services, headed by Director Anthony Jacks. Additionally, in an effort to broaden the development opportunities available to faculty and staff, the Professional Development Leadership Academy (PDLA) was added to Human Resources' umbrella. The Department of Payroll, Visa and Immigration Services and the newly created Department for Diversity and Inclusion were also added.

New Appointments

Darrell A. Brown, Executive Director of the Washington, D.C.
Small Business Development Center

Barbara Griffin, Ph.D., Vice President for Students Affairs

Gary Harrell, Men's Football Coach

Mark S. Johnson, M.D., Dean of the College of Medicine

James "Jimmy" Jones, Executive Vice President and
Chief Human Resources Officer

James Mitchell, Dean of the College of Computer Science,
Engineering, Architecture

Louis "Skip" Perkins, Athletic Director

Curtis Pittman, Cross Country Track and Field Coach

OPERATIONS AND SUPPORT *(continued)*



Communications Adjusts to Changing Landscape

The changing landscape in higher education demands innovative and creative solutions to advance our unique mission and legacy of preparing global citizens. The Office of University Communications and Marketing continues to lead Howard's strategy to promote its brand as a leading global University with emphasis on vision priorities: research, STEM, service to underserved, health disparities, expanding our international footprint and strengthening teaching and learning outcomes. Underlying all is an emphasis on the African Diaspora. Our communication and marketing efforts are driven by our mission and vision to attract students of high academic potential, extraordinary faculty who are supported by highly skilled staff and committed alumni who contribute generously to the University. Balancing the historical and the contemporary, our central message communicates change and supports our strategic priorities: financial stability, academic renewal and institutional effectiveness.

The comprehensive communication strategy involves focusing the University's messages, providing information to all stakeholders, creating a high level of understanding, encouraging engagement at all levels and supporting the implementation of all renewal initiatives (academic, faculty, facilities and administrative) as well as other vision/mission priorities. Guided by these priorities, our approach is to create "brand ambassadors" by inviting and engaging key stakeholders using ongoing messages disseminated via multiple tiers.

The multiple vehicles used include: *Howard Magazine* and *Check Up*; Howard.edu, webcasts, Capstone Online, Newsroom, HU Communications, Social Media (Facebook, YouTube, Twitter, Tumblr blogs); WHUR-FM; WHUT-TV; ad buys, as well as regional, national and international print, online and broadcast media. In July 2010, *Howard Magazine* and *HU Check Up* newsletter received APEX Awards for Publication Excellence. *Howard Magazine* received an award for "Magazine and Journal Design and Layout" and *Check Up* received an award for "Print Newsletters." There were nearly 4,000 entries submitted from across the country. The 2010-2011 *Howard Magazine* featured a newly designed look with bold photos and creative layouts to complement the award-winning editorial content.

University Communications has launched a multi-phased, multi-year plan to strengthen the brand; highlight the research agenda and support implementation of academic renewal, vision and strategic priorities.

Progress to date is evidenced by several outcomes this fiscal year: The redesigned online Newsroom—launched in December—became a high-traffic site for information about the University and attracted approximately 3 million hits per month for the first three months of 2011. In addition, our social media platforms actively supported major events and ongoing initiatives, earning the University a ranking as number 32 among the top 100 social media colleges in the nation. More than 6,000 colleges, universities and post-secondary schools were included in the survey.

The University garnered hundreds of positive print and broadcast news stories, which helped to distinguish Howard University and Howard Hospital as major research institutions as well as highlight our core values of leadership, excellence, truth and service. University Communications was responsible for significant coverage on Academic Renewal in *The Washington Post*, National Public



Radio, *Inside Higher Ed* and the *Afro American*, to name a few. In addition to placements, the communications team led several media training sessions for administrators, faculty, students and staff. The subject-matter experts included: President Sidney Ribeau (Higher Education), Kurt Schmoke (Law), Greg Carr (Afro-American Studies), Ethelbert Miller (Afro-American Studies),

Greg Jenkins (Physics and Atmospheric Science), Lorenzo Morris (Political Science), Roderick Harrison (Demography), Jannette Dates (Communications), Andrew Gavil (Antitrust Law), Alvin Thornton (Higher Education), Rodney Green (Economics) and others.

Howard University Receives Two Sirius XM Radio Channels

Sirius XM Radio has granted Howard University licenses to create two channels on the satellite radio system. The historic lease represents a significant step towards diversifying the airwaves. The announcement was made in April.

Howard has been a trailblazer in broadcast media. The University currently owns and operates a commercial digital radio station—WHUR 96.3 FM and a HD2 station—WHUR-World. In addition, Howard owns WHUT-TV, the first African-American owned public broadcast station.

Of the two new channels, one will offer the best of WHUR and WHUR-World. The channel, HUR Voices, will showcase signature programs such as the “Daily Drum,” a news talk show highlighting the top stories and newsmakers; the “Sighlent Storm,” the only show on radio devoted to tackling the issue of domestic violence, the “Dr. Audrey Chapman Show”; and “Let’s Talk Money,” an hour-long program focusing on financial matters. The second station will be managed by Howard University, but will feature programming and talent from Historically Black Colleges and Universities around the country.

“We are extremely excited and honored to have an opportunity to nationalize our local programming efforts,” said Jim Watkins, general manager of WHUR and WHUR-World, “This opportunity allows Howard University and WHUR to further extend our brand and embodies our mission to serve America and the global community.”

Watkins added, “We were significantly aided by our partners at Squire, Sanders & Dempsey LLP and appreciate their ongoing support of Howard.”

WHUR 96.3 FM is Washington’s only stand-alone radio station and one of the few University-owned commercial radio stations in America. The station has been broadcasting since 1971 to nearly a half million listeners daily in five states, and can now be heard around the globe on the web at whur.com. The first radio station in the Washington area to broadcast in HD, WHUR is the recipient of numerous awards including a two-time winner of the prestigious NAB Marconi for Best Urban Station of the Year and NAB Crystal Radio Award for Excellence in Community Service.



FINANCIALS

Alumni Respond to *Alma Mater*

The Division of Development and Alumni Relations continued its objective of nurturing alumni to respond to the various needs of the University. Through the strategic use of social media and networking platforms in 2011, the Division was able to significantly expand its communication and engagement of alumni into the life of the University.

The Division enjoyed a very full and productive year of alumni activities, celebrations and increased giving from alumni and friends, which resulted in \$15,555,969.35 received in gifts and pledges as of June 30, 2011.

Development and Alumni Relations' engagement activities included:

- The School of Business launched the *40 for 40 Campaign*, which generated \$400,000 through the efforts of corporate friends, staff, faculty and alumni.
- The School of Communications celebrated its anniversary with a variety of lectures, book signings and other events that took place throughout the academic year. Tom Burrell kicked off the 40th anniversary celebration with a \$118,000 gift.
- The Estate of Mary Gardiner Jones, Esq. added more than \$300,000 to the *Harold O. Lewis Endowed Scholarship Fund*. Dr. Lewis was a 1930 alumnus and former chair of Howard's Department of History. Ms. Jones established the scholarship in 1999, in honor of Dr. Lewis, to support students who work toward improving race relations.
- The Artishia and Frederick Jordan Scholarship Fund, Inc. established the *Artishia and Frederick Jordan Scholarship*, which will provide scholarship support for eight students annually, in recognition of their active commitment and participation in religious and community service activities.

Dedication of the Theodore R. Hagans, Jr. Reading Room

Alumna Michele V. Hagans, ('73, '76, '07) joined Howard University Trustee Chairman, Barry Rand, six additional trustees, alumni, faculty, students and staff of the College of Engineering, Architecture and Computer Sciences on January 28 to dedicate *The Theodore R. Hagans, Jr. Reading Room* in the Lewis K. Downing Hall – Engineering building. The Reading Room is named in recognition of a generous gift from Ms. Hagans in honor of her father, Theodore R. Hagans, to upgrade and furnish the interior of the Reading Room.

William Lucy Supported Emerging Civil Rights Attorneys

In order to encourage more minority law students, Mr. William Lucy, the former secretary treasurer of the American Federation of State, Country and Municipal Employees (*AFSCME*), established a current use scholarship to provide full tuition and a summer stipend for a student interested in Labor Rights, Civil Rights, and/or Human Rights Law. Lucy served for 38 years as the leader of the largest public employee and health care workers union in the United States. Francine Foote was chosen as the first William Lucy Scholar.

M. Wharton Young Endowed Chair Receives a Boost from Namesake

The College of Medicine received \$600,000 from the Estate of M. Wharton Young to fund the M. Wharton Young Endowed Chair in October 2010. Dr. Moses Wharton Young was a mentor, teacher, researcher and friend to many at the Howard University College of Medicine. He graduated number one in his class in 1930, received his Ph.D. from the University of Michigan in 1934 and returned to Howard to serve as a professor for 39 years. Wharton was also a visiting professor of neuroanatomy at Meharry Medical College. In 1952, Dr. Young became the “first Medical Fulbright professor to enter Japan and visit Hiroshima and Nagasaki while teaching anatomy at the Imperial College of Chiba (near Tokyo).”

Alumni Association Added New Scholarships

Responding to the immediate needs presented by students and their families during the economic crisis of the last few years, HUAA added the following scholarships:

Black Male Initiative Scholarship Launch – HUAA's Black Male Initiative launched *My Brother's Keeper Fund*, which offered a \$2,500 scholarship to a deserving male undergraduate student currently enrolled and in good standing at Howard University. The mission of the HUAA Black Male Initiative and that of the My Brother's Keeper Fund is to ensure that young men, particularly those of African and Latino decent, are encouraged to pursue their education to the fullest of their abilities and without interruption.

HUAA Emergency Scholarship Fund – For the second year, HUAA provided emergency support for students in need of financial assistance. Emergency scholarship awards were presented at the end of each month.

ENROLLMENT DATA

ACADEMIC UNIT	F/T LOAD	FULL TIME			PART TIME			F.T.E.			TOTAL		
		M	F	T	M	F	T	M	F	T	M	F	T
UNDERGRADUATES													
Arts and Sciences	12 HRS.	870	2,167	3,037	292	480	772	967	2,327	3,294	1,162	2,647	3,809
Business	12 HRS.	362	570	932	105	97	202	397	602	999	467	667	1,134
Communications	12 HRS.	244	650	894	59	126	185	264	692	956	303	776	1,079
Education	12 HRS.	7	62	69	3	21	24	8	69	77	10	83	93
Engineering/Arch/Comp Sci	12 HRS.	306	177	483	72	32	104	330	188	518	378	209	587
Pharmacy/Nursing/AHS	12 HRS.	107	428	535	48	133	181	123	472	595	155	561	716
Dental Hygiene	12 HRS.	3	15	18	1	0	1	3	15	18	4	15	19
Exchange Program	12 HRS.	1	2	3	3	8	11	2	5	7	4	10	14
Consortium	12 HRS.	0	0	0	24	21	45	8	7	15	24	21	45
TOTAL UNDERGRADUATE		1,900	4,071	5,971	607	918	1,525	2,102	4,377	6,479	2,507	4,989	7,496
GRADUATE & PROFESSIONAL													
Graduate School	9 HRS.	215	409	624	188	284	472	278	504	782	403	693	1,096
Medicine	9 HRS.	203	242	445	8	4	12	206	243	449	211	246	457
Dentistry	9 HRS.	160	162	322	14	13	27	165	166	331	174	175	349
Law	9 HRS.	185	270	455	14	20	34	190	277	467	199	290	489
Arts and Sciences	9 HRS.	11	12	23	10	4	14	14	13	27	21	16	37
Business	9 HRS.	37	32	69	22	12	34	44	36	80	59	44	103
Communications	9 HRS.	8	8	16	10	14	24	11	13	24	18	22	40
Divinity	9 HRS.	37	37	74	41	42	83	51	51	102	78	79	157
Education	9 HRS.	15	40	55	38	73	111	28	64	92	53	113	166
Pharmacy/Nursing/AHS	9 HRS.	133	216	349	25	53	78	141	234	375	158	269	427
Social Work	9 HRS.	40	167	207	15	67	82	45	190	235	55	234	289
Continuing Education	9 HRS.	0	0	0	0	1	1	0	0	0	0	1	1
Consortium	9 HRS.	0	0	0	1	7	8	0	2	2	1	7	8
TOTAL GRAD. & PROF.		1,044	1,595	2,639	386	594	980	1,173	1,793	2,966	1,430	2,189	3,619
GRAND TOTAL		2,944	5,666	8,610	993	1,512	2,505	3,275	6,170	9,445	3,937	7,178	11,115

FINANCIAL RESULTS FOR FISCAL YEAR ENDED JUNE 30, 2011

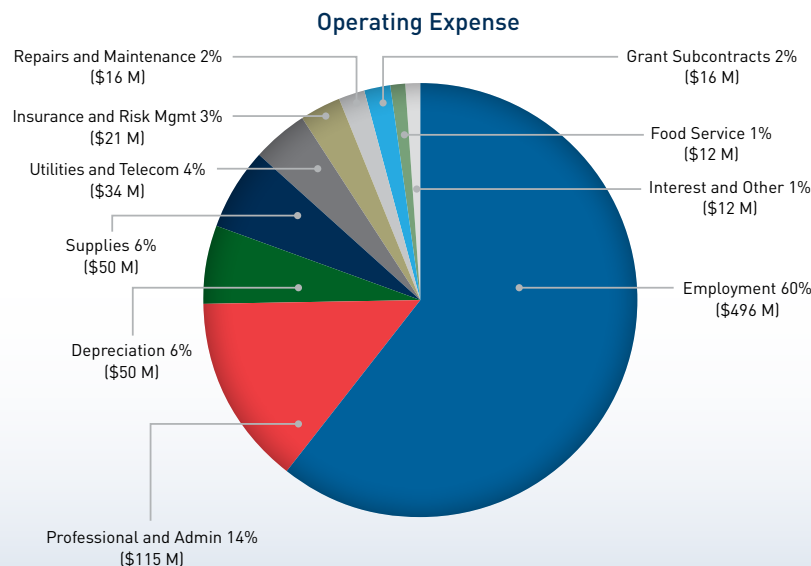
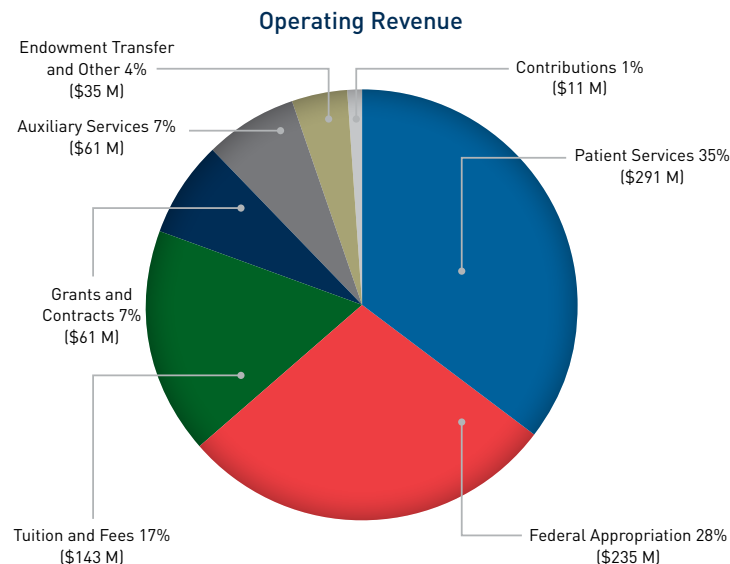
Overview

FY2011 was a *transformational year* in Howard's recent history—reestablishing financial stability and flexibility while delivering a \$13 million positive operating result—\$9 million improvement over FY2010. Net assets increased by \$134 million to a total of \$608 million, driven by solid operating results and strong capital market appreciation. Howard's balance sheet was also repositioned to support both long- and short-term financial needs through the restructuring and augmentation of long-term public debt (\$300 million) and the execution of a multi-bank, three-year line of credit (\$135 million).

Operating Results

Howard's *operating revenues* grew by 3% to \$837 million, a \$27 million increase over FY2010—indicative of a healthy demand for Howard's academic and clinical services. Academic Services revenue was 7% higher than in FY2010, as an increase of \$17 million was realized from tuition and fee rate adjustments, while enrollment levels mirrored the prior year. Clinical Services revenue was 5% higher than FY2010, as the Faculty medical practices and Hospital generated net revenue increases of 14% and 4% respectively, owing to a combination of volume growth and improved pricing. The Hospital provided \$52 million of service value under its charity care program, which has been excluded from revenue. Public Support revenue decreased marginally from FY2010, as an aggregated \$5 million reduction in private support was only partially offset by higher investment income reported in operations. Howard's federal appropriation was stable at \$235 million and consistent with the past several years.

Howard's *operating expenses* grew by 2% to \$824 million, an \$18 million increase over FY2010. This increase was largely attributable to compensation investments in the academic units and higher costs to procure medical supplies, partially offset by lower grant subcontractor and insurance costs. Managing Howard's decentralized cost structure was enhanced in FY2011 under a general manager model that focuses accountabilities on three divisional portfolios: Academic Affairs, Health Sciences and General Administration. Each division is made up of 10-12 operating units such as Schools, Colleges, clinical units and/or administrative functions.



Howard's *operating cash flow available for debt service* improved by 16% to \$77 million, providing debt service coverage in excess of three times than required under lender agreements. As of June 30, 2011, Howard had \$331 million of debt outstanding, and maintained an A3 (negative) and A- (stable) credit rating from Moody's Investor Services and Standard & Poors, respectively. Cash flow generated from operations was used to settle old payables, pay down short-term borrowings (\$15 million), fund malpractice settlements (\$14 million) and purchase fixed assets (\$41 million). In addition, liquidity totaled \$415 million at year-end, a 40% improvement over FY2010, which reflects operating and investing appreciation that enhanced both financial stability and flexibility.

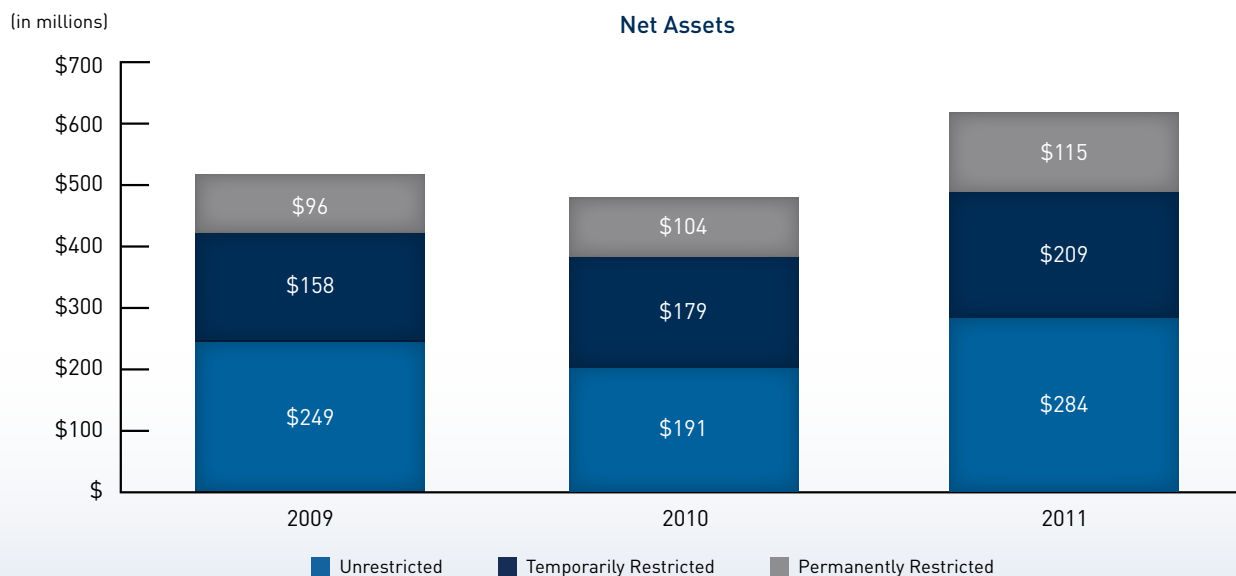
Net Assets

Net assets increased by \$134 million to \$608 million as of June 30, 2011. This increase includes a \$13 million positive operating result, \$76 million of positive returns and appreciation on investment portfolios, and a \$57 million positive true-up of retirement plan and other liabilities, offset by a \$12 million loss on the debt extinguishment. The debt extinguishment loss represents the accounting write-off of deferred costs associated with the refunded bonds.

Investments and the Endowment

As of June 30, 2011, Howard had \$1 billion of investments under management, including pension assets. Investments are managed in a diversified portfolio aligned with the cash requirements and investment allocation strategy of the institution.

The market value of Howard's endowment increased by \$73 million over FY2010 to \$473 million. This growth was driven by strong capital market performance, generating a total return of 19%. Total new endowed contributions of \$5 million and endowed investment income of \$7 million, was more than offset by \$14 million of assets made available to support operations, primarily student financial aid. Approximately 50% of the endowment is governed by donor restrictions, while the remaining 50% is available for Board designation. The market value of the pension fund was \$463 million, generating a 13% return in FY2011. Howard's pension plan was frozen in June, 2010 and remains underfunded by \$75 million as of June 30, 2011.



THREE-YEAR OPERATING PERFORMANCE

Statements of Activities For Fiscal Years Ended June 30, 2009, 2010 and 2011 <i>(in thousands)</i>	2009	2010	2011
Students enrolled (Fall Headcount)	10,733	10,537	10,594
Patients serviced	258,229	282,944	335,348
Operating Revenues:			
Academic services:			
Tuition and fees, net	\$ 129,000	\$ 124,848	\$ 143,398
Grants and contracts	60,297	61,192	61,422
Auxiliary services	56,934	62,151	61,135
Clinical services:			
Patient service - Hospital	239,172	245,478	255,641
Patient service - Faculty medical practice	23,932	28,540	32,518
Patient service - Dental clinic	1,687	1,935	1,764
Public support:			
Federal appropriation	231,081	231,411	231,073
Contributions and investments designated for current operations	14,887	19,161	20,337
Other income and net assets released from restrictions	19,653	30,747	26,318
Total unrestricted operating revenue	776,643	805,463	833,606
Total temporarily restricted operating revenue	4,771	1,748	1,804
Total permanently restricted operating revenue	3,050	3,087	2,045
Total operating revenues	784,464	810,298	837,455
Operating Expenses:			
Instruction	228,884	211,611	214,949
Patient care	262,938	278,795	287,164
Research	32,384	34,673	34,433
Academic Services:			
Public service	10,255	9,135	9,856
Academic support	34,823	28,586	38,827
Student services	25,723	23,009	23,525
Auxiliary enterprises	69,702	69,452	73,183
Institutional support	169,010	150,782	142,400
Total operating expenses	833,719	806,043	824,337
Operating revenues over (under) operating expenses	(49,255)	4,255	13,118
Investment income/(loss) in excess of amount designated for operations	(51,232)	14,541	38,187
Restructuring costs	(22,649)	(3,025)	(516)
Change in funded status of defined benefit pension plan	(124,964)	(52,634)	61,424
Change in obligation for post-retirement benefit plan	(27,388)	(6,868)	5,953
Loss on extinguishment of debt	—	—	(11,695)
Change in value of interest rate swap, net	(2,162)	(1,621)	1,873
Other items, net	13,115	(7,619)	(11,809)
Total unrestricted non-operating income and expenses	(215,280)	(57,226)	83,417
Total temporarily restricted non-operating income and expenses, net	(44,728)	18,998	28,702
Total permanently restricted non-operating income and expenses, net	(4,888)	5,309	8,745
Total non-operating income and expenses	(264,896)	(32,919)	120,864
Unrestricted	(272,356)	(57,806)	92,686
Temporarily restricted	(39,957)	20,746	30,506
Permanently restricted	(1,838)	8,396	10,790
Change in net assets	\$ (314,151)	\$ (28,664)	\$ 133,982
Total net assets, beginning of year	\$ 816,736	\$ 502,585	\$ 473,921
Total net assets, end of year	\$ 502,585	\$ 473,921	\$ 607,903

The continued improvement of *operating performance* in FY2011 was the result of disciplined management of administrative costs—down \$8 million from a year ago, and \$27 million from two years ago. Howard experienced operating losses of \$36 million and \$49 million in FY2008 and FY2009, respectively, with a return to profitability in FY2010 and FY2011 of \$4 million and \$13 million, respectively. 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 focused on accountabilities and developed goals and metrics centered on four strategic themes: academic/clinical quality, research expansion, financial sustainability, and service effectiveness. The results of this transition are beginning to be reflected in Howard's operating results.



Particularly critical to the turnaround in operating performance was, and continues to be, management discipline around employment costs, which account for 60% of Howard's operating expenses. In June 2009, the University implemented a voluntary retirement incentive plan, which resulted in about 340 staff departures. In June 2010 and continued during FY2011, the Hospital executed a similar program, with over 200 staff participating. However, employment costs, driven by raises and headcount primarily in the academic units have largely offset the employment cost reductions realized in prior years. Accordingly, in FY2012, management is re-focusing on reducing the entity's employment cost structure, and as well as the cost of outside services, by implementing an internal expert service model.

Financial Management and Administrative Operations

Howard has upgraded and modernized its financial management and administrative operations. Under new leadership, the objective is to provide sophisticated financial and administrative services to all Howard stakeholders: lenders, contributors, volunteers, patients, students, parents, faculty, physicians and staff. 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. Financial discipline around revenue generation and expense control is being driven through clear accountabilities and regular reporting. Howard is now being managed by goals and objectives, instead of cost budgets.

Audited Financial Statements

Consistent with prior years, Howard has received an unqualified opinion from its independent auditors. This opinion signifies that the financial statements of Howard are fairly presented in all material respects. Such financial statements can be found at <http://www.howard.edu/financialservices>.

GOVERNANCE AND POLICY

The Office of the Secretary continued to support the University's renewed and aggressive research agenda. The Office led Howard's effort to rezone the University's property in northern Prince George's County. As a result, the zoning of the 108-acre North Campus has been changed to the Industrial III (I-3) Zone from the Open Space (O-S) Zone. This zoning change allows the University to pursue plans to grow our long-standing research-based activity at the site and become recognized as a leader in research and higher education in Prince George's County and the State of Maryland.

Throughout the year, the Office has been engaged in activities to develop relationships in the community that are supportive of the University's plans and become allies in the expansion and development process. Notably, the Secretary and staff have provided leadership in the "Envision Prince George's" initiative to create a comprehensive agenda for the future of the County.

Another major initiative—the Howard University Enterprise-Wide Policy Management Process—was launched. The Policy Office of the Senior Vice President and Secretary has worked diligently with responsible officers and through the University Policy Working Group (UPWG) structure to:

- 1) identify existing university policies;
- 2) articulate policy priorities in each of eight *Policy on Policies* content areas; and
- 3) work toward articulated priorities by supporting the creation of new, and revision or rescission of existing policy.

To facilitate the process, and insure uniform development of policies, stakeholders may now access policy tools online.



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Director, Office of Internal Auditor

ANDREW RIVERS
Chief of Staff

LARRY WARREN
Chief Executive Officer, Howard University Hospital

DONALD BELL, PH.D.
Vice President for Presidential Initiatives

ALVIN THORNTON, PH.D.
Senior Advisor for Academic Affairs







Howard University, founded in 1867, is a coeducational historically Black, private doctoral/research-oriented university located in Washington, DC. The University's main campus is located just two blocks north of the historic U Street Corridor, and minutes away from the White House, the National Mall and the array of great museums and monuments in the nation's capital. Since its founding, the University has grown from a single-frame building to property and facilities including 258 acres with 115 buildings and equipment valued at more than \$1.2 billion. In addition to the main campus on Georgia Avenue, the University has a 22-acre West Campus on which the School of Law is located, a 22-acre School of Divinity campus and support service facility in northeast Washington, and a 108-acre research facility in Beltsville, Md.



1867

HOWARD
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